PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

DEPARTMENTAL PERFORMANCE REPORT

The Way Forward

2004 – 2005 ESTIMATES

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

MINISTER'S MESSAGE

I am pleased to present the Departmental Performance Report (for the period ending March 31, 2005) for Public Works and Government Services Canada (PWGSC).

The Government of Canada is committed to improving management and accountability, and improving services while providing better value for taxpayers. In 2004-05, after an in-depth assessment of our performance pointed out opportunities for the Department to do things better, faster and at a reduced cost, Public Works and Government Services Canada initiated an action plan to transform how we do business.

That action plan is called *The Way Forward*, and it is part of PWGSC's commitment to help modernize government and provide the best service to Canadians. And so, for PWGSC, this was a transition year.

There are two fundamental, interrelated objectives at the core of *The Way Forward*: saving money by maximizing efficiencies, taking advantage of economies of scale and leveraging existing expertise, and doing these things in an open, transparent way so as to preserve the confidence of Canadians in the integrity and fairness of government.

During the reporting period, Public Works and Government Services Canada announced fundamental changes to some of the key areas of our business: procurement, real property and information technology systems. PWGSC is also helping to lead the Government's sustainable development agenda by greening government operations.

As a result of the changes initiated during this period, we are in a position to play a lead role in generating almost a third of the $11 billion savings announced in Budget 2005.

I am very proud to be Minister of Public Works and Government Services Canada – a department that plays a major role in changing the culture of government, showing respect for ethics and accountability, the environment, and hard-earned tax dollars.

The Honourable Scott Brison P.C.

MANAGEMENT REPRESENTATION STATEMENT

I submit, for tabling in Parliament, the 2004-05 Departmental Performance Report (DPR) for Public Works and Government Services Canada.

This report has been prepared based on the reporting principles and requirements in the *Guide for the Preparation of the 2004-2005 Departmental Performance Reports* and represents, to the best of my knowledge, a comprehensive, balanced and transparent picture of the organization's performance for fiscal year 2004-05.
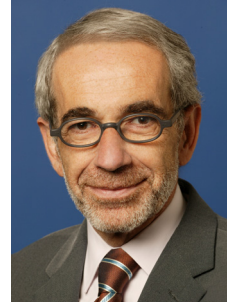
The report:

- is based on the Department's accountability structure (as reflected by the structure of its Business Lines);

- provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and

- it reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

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

TABLE OF CONTENTS

DEPARTMENTAL OVERVIEW

Our Raison d'être

The *raison d'être* of Public Works and Government Services Canada (PWGSC) is to ensure optimum value to government and to Canadians in the provision of common, central and shared services. PWGSC plays a critical role in providing the core infrastructure and services needed for the delivery of the Government's programs and for responding to the evolving needs and expectations of colleague departments and Canadians. We provide our services through a single program, for which Parliament provides funding – *the Government Services Program.*

PWGSC enables the Government to benefit from the economies-of-scale and expertise associated with common and shared services. We do this by providing our services in a professional, innovative, efficient and effective manner, while safeguarding major government administrative expenditures through transparent and independent checks and balances. By focusing on our raison d'être, we enable other departments and agencies to deliver on their own core mandates for Canadians.

Our Vision

PWGSC's vision is to be the Government of Canada's centre of excellence in the development and delivery of common, central and shared services. *The Way Forward* is our initiative for finding innovative ways to deliver services smarter, faster and at a reduced cost, particularly in the areas of real property, procurement, information technology and the greening of government operations. We are

committed to achieving results in an open and transparent way, so as to preserve the confidence of Canadians. *The Way Forward* focuses on three key result areas:

1) Buying Smarter

Our target is to achieve savings of $2.5 billion over five years on total government procurement by leveraging our purchasing power, consolidating what we buy on behalf of the Government and using technology to do these things. In support of this objective, PWGSC will cut the time it takes to buy goods and services by 50%, and reduce its internal procurement costs by 10%. We will monitor the impacts of our procurement changes on the supplier community — especially small and medium-sized businesses — and address concerns as they arise.

2) Exploring Savings in Real Estate

We are aiming for cost savings of $925 million over five years by managing our real estate portfolio better and improving the application of standards for office space. We will do this without reducing the visibility of the Government of Canada in regions and communities, while maintaining our commitment to environmental excellence.

3) Taking Full Advantage of Information Technology Systems

Our goal is to fundamentally change the way the federal government provides services to Canadians. Priorities include the Secure Channel - so that Canadians can exchange confidential information with the Government. This will provide a practical,

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PWGSC – Rising to the Challenge

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

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

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privacy-sensitive whole-of-government approach to information technology that will increase sharing and better management of IT services and products.

In addition, the Government of Canada, through Budget 2005, gave PWGSC the mandate to help lead the greening of government operations. As a result, PWGSC has established a new Office of Greening Government Operations to provide a government-wide centre of expertise and leadership on environmental issues. This office will give guidance to the federal community on such issues as green procurement, green property management, recycling and waste management, and remediation of contaminated sites.

Performance Summary

2004-05 was a year of transformation for PWGSC, in which we developed *The Way Forward*. Budget 2005 confirmed the implementation of *The Way Forward* across government involving changes to procurement, real property, information technology and greening government operations. In-depth assessments of our performance pointed at opportunities for the Department to do things better, faster and at a reduced cost.

During the past year, as part of the Government-wide

Expenditure and Management Reviews, PWGSC led the key reviews of procurement and contracting. It was also closely involved in the other horizontal reviews of service delivery and corporate and administrative services. These reviews supported the Expenditure Review Committee (ERC) which was tasked with finding substantial government-wide savings that could be re-directed to higher government priorities. As a result of the changes initiated by PWGSC during 2004-05, the Department is now in a position to play a lead role in generating nearly a third of the Government's $11 billion reallocation target over the next five years.

The Way Forward – Delivering Service with Our Partners

PWGSC, by providing important *Way Forward* options to the Government-wide Expenditure and Management Reviews, clearly demonstrated our commitment to realizing savings, combating inefficiency or duplication, and improving services. In order to provide these important improvements, PWGSC needed to develop appropriate internal strategies to fundamentally change the areas of procurement, real property and information technology. We are also taking on a government-wide role in the greening of government operations.

Government-wide Potential Net Savings

PWGSC's Government Services Program

> ***PWGSC's Raison d'être***---to ensure optimum value to government and Canadians in the provision of common, central and shared government services

Strategic Outcomes

Quality Services	Sound Stewardship	Sound Management

Potential Net Savings
($ millions)

Priority (New Savings)	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Real Property	130	130	150	235	280	925
Acquisitions	39	179	573	821	888	2,500
Total per year	**169**	**309**	**723**	**1,056**	**1,168**	**3,425**

Note: $3.4 billion in government-wide savings will require investments of some $190 million over the coming five years. With the full commitment of our colleague departments and policy-making agencies, this goal can be achieved as we address significant policy, statutory and industry implementation challenges over the coming 5-8 years.

There are a number of horizontal changes needed in order to ensure *The Way Forward* results, key of which are as follows:

1) Strengthening and Modernizing Government

Since 1999, when the Speech from the Throne announced the Government On-Line (GOL) initiative, PWGSC has been at the forefront of the Government's efforts to apply a whole-of-government approach to achieve greater cost-efficiencies through more coordinated and integrated delivery of government on-line services.

Today, six years later, a whole-of-government approach continues to direct the Government's efforts to modernize the delivery of services internally across government and externally from government departments and agencies to Canadians. For its part, PWGSC's vision, *The Way Forward*, applies a whole-of-government approach to support change management within the Department.

Improving Service Quality and Efficiency

Modernizing government means acting as one government rather than 116 separate departments and agencies. It means simplifying business processes, re-using information and systems, and capitalizing on technology to better manage money and operations. It means using common approaches and shared internal services wherever possible.

- Budget 2005 -

The 2005 Federal Budget endorsed the whole-of-government approach and, more specifically, for PWGSC, it formally launched the reform of procurement and real property management, while acknowledging PWGSC's role as a change agent for the delivery of internal services across the Government.

Besides helping to transform PWGSC, *The Way Forward* has also helped to define and guide efforts to modernize government.

In his Twelfth Annual Report to the Prime Minister on the Public Service of Canada, the Clerk of the Privy Council and Secretary to the Cabinet, when describing the major transformation that service delivery is undergoing, distinguished the delivery of internal services across government from services delivered to Canadians, and re-affirmed the Government's commitment to introduce shared services for information technology, human resource management and financial management to improve efficiency and quality, and reduce costs.

In his report, the Clerk noted that it is critical that procurement and real property functions are performed with integrity and with a commitment to value for money.

2) Sustained 5-8 Year Commitment

A sustained government-wide commitment is needed to achieve our goals and address the challenges we face. For example, we aim to reduce the administrative costs involved in acquisitions, real property, information technology, financial and compensation functions across government, as well as to reduce the cost of overall corporate administrative services, which accounted for over $15,000 per year per government employee in 2004-05. As a result, some of the challenges we face are: government policy and management structure changes, resource and capacity limitations of our colleague departments, the timing of legislative and regulatory changes, and the ability of the private sector to adapt to the changes we are implementing.

3) Legislation, Policies, and Processes

There is a need for changes to government-wide legislation, policies and resultant business processes which must be streamlined and simplified (e.g. to permit bulk buying, just-in-time solutions or dynamic pricing for lowest cost and best value).

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4) Small and Medium-sized Enterprises (SMEs)

The Government is committed to providing a fair, open and transparent procurement system. We have taken a number of steps to provide access for small and medium-sized enterprises to do business with the Government of Canada, including eliminating the fees to government tenders, simplifying contracts, and developing tools to help small and medium-sized enterprises compete for larger contracts. PWGSC has created an Office of Small and Medium Enterprises (OSME) to help improve SMEs access to government business. The Office is already working with SMEs to better understand their concerns.

5) Employees

New information technology systems and increased private sector involvement is changing the day-to-day work of federal employees. Central Agencies responsible for human resource management are working with PWGSC and its unions to address the major impacts of such changes on the workplace to ensure the highest quality of services are maintained.

Shared Commitment

"…it is critical that we perform (procurement and real property functions) with integrity and with a commitment to value for money. We need to use technology more effectively, working with all suppliers of all sizes to consolidate purchasing so that we can leverage our buying power to get the best possible prices. It means managing our real property better through accommodation standards and better inventory management… It means a commitment to environmental stewardship and sustainable development. And above all, we need to work with the private sector on a new partnership based on a shared commitment to integrity, trust and best practices."

**- A. Himelfarb, Clerk of the Privy Council,
12th Annual Report to the Prime Minister**

PWGSC's Strategic Priorities and Results

In PWGSC's 2004-05 Report on Plans and Priorities, PWGSC reaffirmed its five key strategic priorities, which reflect how PWGSC adds value to government and to Canadians:

1) Achieving Savings and Performance Improvements

PWGSC is planning and leading initiatives that are expected to contribute over $3.4 billion to the Government's goal of $11 billion in government-wide savings over the coming five years. Acquisitions and Real Property will be the primary contributors, providing $2.5 billion and $925 million respectively to the projected total, although other efficiencies will also be sought elsewhere in the Department.

To achieve these savings, PWGSC will invest about $190 million over five years in initiatives to revamp our systems and processes. We will develop the necessary expertise to implement these new approaches, but in implementing them we will need cooperation in making the necessary changes to certain laws, regulations and policies of the Government of Canada.

Buying Smarter – Over the coming five years, PWGSC will seek to maximize the purchasing power of government, while at the same time, ensuring the overall integrity of government procurement. In addition, we will be using leading technologies to streamline procurement processes to reduce our administrative costs. Some of our key commitments are to:

- Achieve government-wide savings of $2.5 billion over five years or approximately 10% of the cost of all commodities and services purchased;
- Provide e-procurement tools for departments to reduce the costs of administering procurement by 10%;
- Reduce the overall time to process procurement of goods and services by 50%;

- Negotiate better prices and consolidate customer demands; and
- Reduce the cost of government travel through the Shared Travel Services Initiative (STSI).

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

In 2004-05, through rigorous contract management, we saved Canadian taxpayers millions of dollars, including:

- $32 million through the consolidation of microcomputer purchases;
- Over $25 million in the area of the Shared Travel Services Initiative due to use of the new On-line Booking Tool and Government Travel Card;
- Up to 16% reductions from previous prices through volume purchases of furniture; and
- $220,000 through a Request for Volume Discounts on existing Standing Offers.

Exploring Savings in Real Estate – In real property, we will strive to achieve important savings over the next five years through better planning and management. By making more efficient use of office space and bringing accommodation standards more in line with private sector practices, the Government has an opportunity to achieve significant savings on behalf of Canadians, without jeopardizing important programs and services. Some of our key commitments are to:

- Achieve total government-wide savings of $925 million over the next five years without reducing the overall visibility of the Government of Canada;
- Reduce the average office space utilization per employee to 18 square metres, leading to an

overall space reduction of 450,000 square metres, through the consistent application of standards;
- Reduce real property administration overhead and system costs;
- Complete the analysis of the benefits of owning or leasing buildings by 2006; and
- Increase environmental excellence.

During the past year, through better management of our real estate portfolio and by improving the application of standards for office space, we:

- Signed new contracts for property management and project delivery services that promise substantial cost reductions;
- Began to improve efficiency in the use of office space through more rigorous application of accommodation standards; and
- Laid out the basis for the Real Estate Study, the purpose of which is to seek an independent assessment of the most cost-effective and efficient way of providing accommodations for federal employees, including a determination of the optimal owned/leased ratio.

Taking Full Advantage of Technology –
PWGSC's Shared Services Agenda is part of the Government's overall initiative to deliver IT infrastructure services government-wide. The Shared Services approach to managing IT services can yield better, faster, more cost-effective results for clients and taxpayers. This approach will also improve the procurement of IM/IT goods and services, and will improve the delivery of services to Canadians through the Government On-Line and Secure Channel initiatives. Some of our key commitments are to:

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

with the Government with confidence in its security and privacy;

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

The Government of Canada currently ranks among the most connected in the world to its citizens via the Internet. The initial goal of making services available to Canadians through Government On-Line has been largely achieved. The Government has reached 91% of its overall objective with GOL. For the fifth consecutive year, Canada ranked first among 22 countries for best e-Government, according to Accenture's 2005 annual study. We also intend to expand the Secure Channel, in order to provide citizens and businesses with secure, private and high-speed access to all federal government on-line services and information. The Secure Channel has already been used to:

- Connect 129 client organizations across government;
- Enable 14,000 Canadians to successfully fill out their census forms on-line (a dress rehearsal which will be used to help support the 2006 Census of 13.5 million households); and
- Issue 533,000 e-passes to Canadians wanting to access the federal government's on-line services.

2) Strengthening Public Confidence

Sound management, ethics and accountability are at the heart of *The Way Forward*. PWGSC supports the Government's key commitment to maintain integrity, transparency and accountability in all of its operations. Throughout 2004-05, PWGSC provided open and complete support to The Commission of Inquiry into the Sponsorship Program and Advertising

Activities and to Parliamentary Committees; the Standing Committee on Public Accounts and the Standing Committee on Government Operations and Estimates. It was a major priority for PWGSC to share with Parliamentarians and Canadian citizens the key actions that we have taken since 1999 to reinforce a culture based on sound values and ethics, to improve the transparency and accountability of our operations, and to demonstrate that we have the internal management tools to monitor our performance and ensure proper comptrollership.

In 2004-05, we continued to implement our Ethics Program and have made progress on all ten points in our Ten Point Integrity Plan, including the appointment of Ethics Officers in all of our regions and branches, the introduction of an ethics component into our employee orientation sessions and making ethics training mandatory for all new employees and for all managers and employees across the Department whose positions match a specific risk profile.

During the past year, PWGSC invested $11.5 million in incremental funding in order to provide timely and complete disclosure of PWGSC records in response to requests made by The Commission of Inquiry into the Sponsorship Program and Advertising Activities, the Special Counsel for Financial Recovery, the RCMP and the Sûreté du Québec. To date, $8.7 million has been charged against this incremental funding, to cover costs associated with the search for documentation, extensive interdepartmental coordination, consultation and communication, legal fees and specialized policy expertise.

PWGSC also implemented a number of key measures to address concerns raised by the Auditor General with respect to our advertising activities. These measures were designed to promote greater competition for the Government's advertising

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Safe Environment

PWGSC is managing the federal portion of the ten-year project to clean up the Sydney Tar Ponds ($280 million in federal funding and $120 million provided by Nova Scotia). The clean up is using proven, effective technologies to safely treat and destroy the worst contaminants.

> ### *Real Property Awards for Excellence*
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> - PWGSC's property management team in Western Region won the prestigious 2004 BOMA (Building Owners and Managers Association) International Office Building of the Year (TOBY) Award in the Government Buildings category for the RCMP "K" Division Headquarters Building in Edmonton.
> - PWGSC was recognized for its work by winning BOMA's prestigious Building of the Year Award of Excellence for three buildings in Ottawa: the St. Andrews Tower; the Connaught Building; and the Thomas D'Arcy McGee Building. Another in Toronto, the Joseph Shepard Building, was also awarded the Certificate of Environmental Excellence and the Certificate of Building Excellence.
> - We won the Earth Award from BOMA for excellence in environmental expertise for Portage III in Gatineau, Canada Place in Edmonton; and the new Government of Canada building in Vancouver.

business, to improve value for the Government's advertising investments and to increase public transparency in how we manage our advertising activities. The measures introduced included:

- A new competitive procurement process;
- Post-contract award quality assurance reviews on all advertising contracts;
- A contract award to a new agency of record to act as media placement agency on behalf of the Government of Canada;
- An electronic Advertising Management Information System (ADMIS) designed for tracking and managing government-wide advertising projects;
- An advertising documentation standard for project files along with an advertising e-handbook to assist departments with government advertising process; and
- Enhanced training by PWGSC across the country on advertising processes and procedures.

In the past year, we also strengthened our *Management Accountability Framework* (MAF), based on the requirements of the Treasury Board Secretariat (TBS), in order to improve integrity and accountability and to strengthen our financial and risk management. The MAF also provided us with a guide to improved reporting to Parliament and better management of our performance through closer integration of financial management with strategic planning and priority setting.

These innovations are expected to make a significant contribution to our strategic outcome of *Sound Management*, as well as supporting stronger accountability. This is all the more important since maintaining public confidence in the administrative integrity of government is central to our mandate and *raison d'être* and is reflected in our strategic outcome of *Sound Stewardship*.

3) Supporting the Government's Strategic Agenda

PWGSC, as the common service provider to the Government of Canada, is well positioned to play a leading role in the delivery of a number of government-wide initiatives. We are achieving savings, changing the way we serve Canadians and reaching more Canadians with the right services at the right time. The results are already starting to show. For example, progress in e-Government has already improved access to government services and has led to faster and more accurate processing of requests. Although many of our services are less visible to Canadians, they are all delivered with a high commitment to value-for-money. In addition, we have made commitments to environmental stewardship and sustainable communities, the reform of procurement and of real property management, as well as the promotion of a common IT infrastructure and shared support services. Overall, PWGSC is fully supporting the Government's strategic agenda by our provision of critical, effective, and efficient government operational support.

Environmental stewardship and sustainable communities were cited as key government priorities in the October 2004 Speech from the Throne. In Budget 2005, PWGSC was asked to support environmental stewardship by taking the leading role in the greening of government operations which, in turn, supports the Government's broader goal of addressing climate change. We have therefore created an Office of Greening Government Operations (OGGO) within PWGSC to act as a centre of expertise and to develop and implement sustainable practices in the daily operations of government.

Our activities in support of environmental stewardship include ensuring that federal buildings are energy efficient, implementing conservation measures and providing environmental audit and consulting services. We promote green procurement and pursue opportunities to buy environmentally sound products and services. PWGSC is also at the forefront of cleaning up contaminated sites, such as the Sydney Tar Ponds and gold mines in the North. Altogether, since 1990, PWGSC has reduced its greenhouse gas emissions by about 24% and has shrunk the size of its vehicle fleet by over half, with a significant proportion of its reduced fleet now running on alternative fuel.

In addition, PWGSC is a major player in the Government's priority of building sustainable communities and it contributes significantly to federal government visibility across the country. This stems from our vast real property holdings in communities nation-wide, as well as our role in providing transportation infrastructure and maintaining heritage buildings and structures.

4) Delivering Major Projects of National Importance

This is an on-going priority for our Department. In

January 2005 we tabled the final report of the Government-Wide Review of Procurement, which provided recommendations to the Government of Canada on how it could improve the way it purchases goods and services. This report, which resulted from a comprehensive review of government procurement led by the Parliamentary Secretary to the Minister, was based on extensive research and wide-ranging consultations with key stakeholders.

Among many major procurement projects during the year was the negotiation of a contract, in partnership with Health Canada, to provide a secure source of supply for a vaccine to protect Canadians against a virulent strain of influenza, which had the potential of creating a pandemic.

In the real property area, we provided project management expertise for the renovation of the Parliament Buildings, which will preserve and enhance the beauty and safety of these national treasures. This year's main focus was on the conservation, rehabilitation and upgrade of Library of Parliament and the West Block. Among the many other major projects were the updating and expansion of Canada's new Doppler weather radar detection system and the restoration and refurbishment of the Peterborough Ontario Lift Lock.

In the area of translation, the Translation Bureau was selected by the *Agence intergouvernementale de la Francophonie* for a project to train terminologists from a number of African countries, a project that will leverage our technological advances. Also, a joint committee of the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) gave approval in principle to a proposal that would see TERMIUM used as the repository for the terminology employed in the field of information technology. Finally, the Bureau released the world's first French-English terminology tutorial, an innovative on-line

e-Government – Green Government

The Receiver General function of PWGSC annually saves Canadian taxpayers about $86 million, and at the same time saves about 44,000 trees through direct deposit and electronic payments initiatives.

self-learning tool adopted by the prestigious Sorbonne University of Paris.

5) *Delivering On-going Quality Services*

While transforming the way we do business, we have continued to deliver *Quality Services* to our colleague departments and agencies. The delivery of *Quality Services* continues to be one of our strategic outcomes and was also a focus of the Expenditure and Management Review. During the year, in the real estate area, we won a number of awards for excellence from the Building Owners and Managers Association (BOMA). The 1-800 O-Canada Information Centre has been consistently rated as 'world-class' and was recently identified by France as a model to emulate.

New Roles and Opportunities – Following the reorganization of the Public Service announced on December 12, 2003, PWGSC was given a number of additional responsibilities, including Government On-Line and the Government Travel Modernization Office, as well as a number of functions that were transferred from the former Communication Canada. The Department is now more directly in touch with Canadians and plays a central role in supporting access to government through services like the Canada Web site and the 1-800 O-Canada toll-free telephone service.

These additional responsibilities have presented the Department with a significant opportunity to play a leading role in transforming the way the Government interacts with Canadians and gave us an opportunity to raise the quality of our services by enabling us to help government departments to deliver services in a more integrated and technology-enabled manner. This role has been further reinforced through PWGSC's involvement in the Service Improvement Initiative, now the Service Canada Initiative. PWGSC is in a strong position to adapt its services to the evolving needs of departments, ensuring timely procurement, appropriate accommodation and a supportive IT infrastructure, together with value-

added translation, consulting, audit and communications services.

Service Integration Branch – To help us further improve the delivery of those services, we created a new Service Integration Branch (SIB) to act as the principal point of contact between PWGSC and our colleague departments. The SIB enables us to gain a deeper and more pro-active understanding of our clients' evolving needs and also enables us to serve the best interests of the Government as a whole by seeking opportunities for savings and efficiencies through integration across business lines, departments and other levels of government. Since the 2005 Budget, SIB account executives have conducted close to 100 departmental visits as well as numerous individual engagements and information sessions.

Risk Management at PWGSC – Since 2003, PWGSC has undertaken several measures to strengthen risk management across its branches and special operating agencies. These include:

- Issuing a risk management policy (November 2004) respecting the review and evaluation of strategies, practices and policies for all departmental operations and activities;
- Requiring risk management as an accountability element for executive performance agreements;
- Developing departmental and branch risk profiles (June 2004) and maintaining risk profiles on a regular basis (updated in March/April 2005);
- Incorporating critical risks and risk mitigation strategies into departmental and branch business plans;
- Developing a Corporate Risk Information System (CRIS) application to identify, assess, mitigate and report on risks in a systematic approach and on an on-going basis (CRIS helps in flagging the top 10 risks to be reflected in the Departmental Executive Dashboard);
- Updating "Introduction to Risk Management in PWGSC Workshop", a half-day course for all PWGSC employees, by including materials on

the Expenditure management Review, the management Accountability Framework, PWGSC transformation, and PWGSC's 10-Point Integrity Plan;

- Taking steps to ensure that employees have adequate skills and tools to assess and mitigate risks;
- Collaborating with Treasury Board Secretariat to develop a vignette on procurement in the federal government; and
- Establishing the Office of Chief Risk Officer (April 2005) thereby bringing together the related functions associated with risk management, contract claims advisory services, fairness monitoring, the ethics organization, as well as the internal disclosure function.

Protecting and Modernizing our Asset Base – We face a number of significant challenges in the area of *Sound Stewardship*, including the pressing need to modernize our key systems in areas such as pensions and pay. We also face the need to recapitalize certain physical assets, such as Crown-owned buildings and central heating plants. Our responsibilities for developing the Government's infrastructure for GOL, and keeping Canada among the world leaders in e-Government requires on-going investment in the necessary support systems; notably in the further development of the Secure

Channel to enable government organizations to conduct electronic transactions with Canadians in a safe and secure manner.

Workforce Capacity – PWGSC has a large workforce with a wide mix of skills and professional expertise that reflects the diversity of our responsibilities. We are being faced with the challenge of, first, correctly identifying the right mix of technical and professional skills we need to move us into the future and, second (especially given the current demographic profile of our workforce) attracting, retaining and developing employees in the face of stiff competition from other employers. In short, staffing and human resources management have a vital role to play in ensuring our continuing ability to function effectively.

This role is being supported by the Government's strategy to modernize the public service, under the *Public Service Modernization Act (PSMA).* The PSMA represents an opportunity to promote more collaborative labour-management relations, to increase flexibility and clarify accountability in the staffing process and to focus on learning and training for employees at all levels. We will continue to work towards creating a more representative workforce, strengthening the core learning agenda and continuing to promote the use of both official languages.

Organization and Expenditure Summary

Public Works and Government Services Canada – Organization Chart

| Minister and Receiver General for Canada |
| The Honourable Scott Brison |

Defence Construction Canada

| Deputy Minister and Deputy Receiver General for Canada | | A/Associate Deputy Minister |
| I. David Marshall | | Y. Aloïsi |

| A/Assistant Deputy Minister Finance, Accounting, Banking and Compensation R. Jolicoeur | Assistant Deputy Minister Acquisitions J. Billings A/ADM J. Thorsteinson | A/Assistant Deputy Minister Corporate Services, Human Resources and Communications C. Guay | A/Assistant Deputy Minister Real Property T. McGrath | A/Assistant Deputy Minister Government Information Services J. Meyboom-Hardy | Assistant Deputy Minister Service Integration J. Shearer |

| Chief Risk Officer S. Minto | Chief Executive Officer Information Technology Services K. Cochrane | Senior General Counsel E. Stensholt | Chief Executive Officer Translation Bureau F. Kennedy | Chief Executive Officer Consulting and Audit Canada E. Nadeau | Special Advisor Acquisitions Business Transformation A. Adam |

| Executive Director Information Technology Services S. Poole | Director General Audit and Evaluation A. Auger | A/Director General Office of Greening Government Operations M. Kenny |

SUMMARY

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	*Total Authorities*	Actual
GOVERNMENT SERVICES PROGRAM			
• **Operating (including Special Purpose Allotments), Capital, Grants and Contributions and Statutory Votes**			
Gross Expenditures	3,254.8	*3,507.9*	**3,247.8**
Less: Revenues credited to the Vote	505.0	*825.8*	**825.8**
Net Expenditures	2,749.8	*2,682.1*	**2,422.0**
• **Revolving Funds Authorities**			
Gross Expenditures	1,408.8	*1,414.5*	**1,306.5**
Less: Respendable Revenue	1,421.8	1,421.8	**1,332.5**
Net Resources (Provided) Used	(13.0)	*(7.3)*	**(26.0)**
DEPARTMENTAL TOTAL (Note 1)	2,736.8	*2,674.8*	**2,396.0**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	**13,153**	*13,264*	**12,510**

The variance between total authorities and actual spending in the Votes is due to delays in staffing, project slippage, lower than anticipated project costs as well as funding received late in the year. This variance is also explained by a directed lapse to advance the Expenditure Review Committee's projected savings and a forced lapse to cover for Employee Benefit Plans and Health Care costs in the Federal Accommodation and Holdings Special Purpose Allotment.

Five of the six revolving funds broke even or made profits in 2004-05, with the exception of the Real Property Disposition Revolving Fund which fell short of achieving its target profit. All Funds with personnel costs had higher surpluses than forecasted in part because of the year-end confirmation by TBS that the effective annual EBP rates were lower than planned.

Note 1: The financial tables appearing in this document have not been audited.

SUMMARY BY BUSINESS LINE

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	*Total Authorities*	Actual
GOVERNMENT SERVICES PROGRAM			
• **Operating (including Special Purpose Allotments), Capital, Grants and Contributions and Statutory Votes and Revolving Funds Authorities**			
Real Property Services	1,992.1	*1,855.4*	**1,635.0**
Supply Operations Service	164.0	*158.8*	**152.4**
Receiver General	105.1	*111.0*	**111.3**
Public Service Compensation	29.2	*29.1*	**28.8**
Telecommunications and Informatics Common Services	88.5	*154.4*	**138.1**
Counsulting and Audit Canada	(1.1)	*(1.1)*	**(3.4)**
Translation Bureau	49.0	*52.6*	**44.4**
Government Information Services	72.4	*61.9*	**49.0**
Operational Support	237.6	252.7	**240.4**
DEPARTMENTAL TOTAL	2,736.8	*2,674.8*	**2,396.0**

Totals may not add up due to rounding.

PWGSC's Value Proposition - 2004/05

✔ **Achieving Savings and Performance Improvements** *– PWGSC, as a common, central and shared services provider, must continuously find significant savings and performance improvements for our colleague departments and Canadian taxpayers.*

- ☛ PWGSC's *Way Forward* initiative will save $3.4 billion government-wide over the coming 5-8 years by taking greater advantage of economies of scale in purchasing and standardizing accommodation.
- ☛ PWGSC has been the common and shared information technology service provider and the driving force behind Canada being rated number one in the world in e-Government for the past five years.
- ☛ PWGSC continues to be innovative in service delivery, searching for best practices within Canada and internationally. It has created a new Service Integration Branch (SIB) to work with our colleague departments and agencies, searching out further opportunities for savings efficiencies and service improvement.

✔ **Strengthening Public Confidence** *– PWGSC must strengthen public confidence in government operations by improving our transparency and accountability and by demonstrating that we have the internal management tools to monitor our performance, ensure proper comptrollership, and enhance a culture based on sound values and ethics.*

- ☛ PWGSC has committed to achieving performance improvements while ensuring that we continue to play a check and balance role on government expenditures by ensuring that the goods and services are required and that they represent the best value for the Canadian taxpayer.
- ☛ PWGSC has introduced a Ten Point Integrity Plan, strengthened the PWGSC audit function, improved transparency and reporting to Parliament and Canadians, established an Integrated Management Framework with a strong Risk Management component, and it established an Office of Small and Medium Enterprises.

✔ **Supporting the Government's Strategic Agenda** *– PWGSC must support government-wide priorities as we achieve savings and provide quality services.*

- ☛ PWGSC has created a new Office of Greening Government Operations (OGGO), helping provide guidance on green procurement, green property management, recycling and waste management, and remediation of contaminated sites (e.g., Sydney Tar Ponds).
- ☛ To ensure that the presence of federal buildings has a positive impact on Canadian cities, PWGSC provides $420 million in payments in lieu of taxes to about 1,300 municipalities.
- ☛ PWGSC provides world-class translation and interpretation services in more than 100 languages, and, has bilingual officers at 1 800 O-Canada Information Centres to answer questions from Canadians on over 4,000 programs and services.

✔ **Delivering Major Projects of National Importance** *– PWGSC must continue to ensure professional and results-oriented capacity for managing and delivering complex and high-value projects of national importance.*

- ☛ PWGSC is renovating the Parliamentary Precinct to ensure the long-term preservation of Canada's heritage sites, while providing a functional and safe work environment for Parliamentarians.
- ☛ PWGSC supports its colleagues, in particular the Department of National Defence, in major project management for information technology or acquisitions (e.g., aerospace, marine and electronic needs for the security of Canadians).

✔ **Delivering On-going Commitments for Quality Services** *– PWGSC must continue to deliver high quality services to our colleague departments and Canadians.*

- ☛ PWGSC is Canada's largest buyer of goods and services with over $10 billion worth of procurement transactions in the last year.
- ☛ PWGSC is Canada's largest real estate and office space manager housing 227,000 public servants and managing over 6.6 million square metres of space in 1,840 locations across Canada.
- ☛ PWGSC is Government's banker handling $1.3 trillion annually in Receiver General cash flow, 230 million payments and administering compensation for 293,000 government pay accounts and 324,000 pensioner accounts.
- ☛ PWGSC is a leader in information technology infrastructure providing 130 federal government services on-line including secure e-Government services with 533,000 ePasses issued to citizens and businesses.
- ☛ PWGSC receives over 53 million pages of written requests annually as well as 140,000 e-mails by the Canada web site, and over 1 million 1 800 O-Canada calls.

BUSINESS LINE PERFORMANCE

2004-05 was a transition year for PWGSC. We introduced *The Way Forward*, an action plan to transform how we do business. As part of the Government of Canada's commitment to improve management and deliver better value for Canadians' tax dollars, the Department has made progress in the development of performance indicators that will help us measure the success of our initiatives. In addition to our work on the Program Activity Architecture, we have conducted client surveys to better understand the needs and expectations of colleague departments and how we have performed over the past year. The results will help us implement best practices and improve our performance in the future.

The three strategic outcomes guiding our business are: *Quality Services, Sound Stewardship and Sound Management*.

Quality Services

The delivery of *Quality Services* is key to our vision of being a "centre of excellence" as a provider and enabler of common, central and shared services to federal departments and agencies. The concept of quality services encompasses the generation of savings, improvement of performance and greening of government operations, for the benefit of Canadians. We add value not only by exploiting economies of scale and specialized expertise to provide cost-effective support for public servants across the country, but also through the role we play in building the country's electronic, physical and information and translation infrastructure.

Sound Stewardship

Our second strategic outcome, *Sound Stewardship*, stems from our duty to maintain the capacity to offer needed services well into the future. This means safeguarding those assets, in the form of the physical infrastructure, systems,

skills and information, with which we have been entrusted on behalf of all government departments. Our Department has also been asked to help lead the Government's sustainable development agenda by playing an important role in greening government operations. *Sound Stewardship* also encompasses safeguarding the public trust by ensuring that our work is done to the highest standards of accountability, transparency, prudence, probity, consistency and fairness.

Sound Management

Our third strategic outcome, *Sound Management*, ensures that we are able to mobilize the resources, expertise and capacity to deliver *Quality Services* and exercise *Sound Stewardship*. *Sound Management* relies on a comprehensive governance framework with clear objectives and strategies and clear roles, responsibilities and accountabilities. It also includes robust frameworks for the management of finances, human resources, risk and performance, an integrated approach to client relations, high standards of integrity and ethical conduct and transparent reporting. PWGSC remains committed to providing accountability, increased transparency and value for Canadians' money.

This section of PWGSC's Departmental Performance Report outlines the performance of our business lines in accordance with our Planning, Reporting and Accountability Structure (PRAS) in effect during the 2004-05 reporting period. The table below indicates the nine business lines, which manage the business of the Department.

Strategic Outcomes by Business Line

Government Services Program	*Raison d'être---to ensure optimum value to government and Canadians in the provision of common, central and shared government services*

Service	Strategic Outcomes		
	Quality Service	**Sound Stewardship**	**Sound Management**
1. Real Property	• Federal Accommodation and Holdings • Real Property Services Revolving Fund • Real Property Disposition Revolving Fund	• Real Property Stewardship	
2. Acquisitions	• Aquisition Services • Optional Services Revolving Fund • Defence Production Revolving Fund	• Supply Operations Stewardship	
3. Telecommunications and Informatics Common Services	• IM/IT Services • Telecommunications Services Revolving Fund	• IM/IT Stewardship	
4. Receiver General	• Receiver General Services	• Receiver General Stewardship	
5. Public Service Compensation	• Public Service Compensation	• Public Service Pay Stewardship • Public Service Pension Stewardship	
6. Consulting and Audit Canada	• Consulting and Audit Canada Revolving Fund		
7. Translation Bureau	• Translation and Interpretation to Parliament, Conference Interpretation, Terminology • Translation Bureau Revolving Fund	• Translation Stewardship	
8. Government Information Services	• Government Information Services	• Government Information Stewardship	
9. Operational Support			• Corporate Management
Note: Service Integration Branch of PWGSC is not shown in the business framework of the Department shown here because it was not in place during the 2004-05 reporting period.			

REAL PROPERTY

Business Line Overview

PWGSC is one of the largest consumers and owners of office space in Canada. It is the custodian of a significant inventory of federal office space and common-use facilities, which makes up a good part of the critical infrastructure that enables the Government of Canada to effectively serve its citizens.

In carrying out its custodial duties, PWGSC provides departments and agencies with office and common use accommodation as well as a full range of real property services. It also contributes to the policy priorities that support the Government of Canada in the delivery of programs for Canadians. PWGSC demonstrates real property leadership by:

- Providing federal departments and agencies with affordable, productive work environments;
- On-going stewardship of various engineered public works (such as bridges and dams), and national treasures such as the Parliamentary Precinct and other heritage assets across Canada;
- Leading the federal government's role in the remediation of contaminated sites, such as the Sydney Tar Ponds, Argentia, and the Giant Mine in Yellowknife;
- Taking a leadership role in greening of government operations by supporting the Government's cities and communities;
- Participating with various organizations in the development of standards for the sustainable design, construction, environmental performance

Key Facts

- Manages, as custodian, $7 billion worth of federal real property.
- Manages 6.6 million square metres of rentable space (86% of which is office space), including:
  – 3.4 million m^2 of Crown-owned space;
  – 2.7 million m^2 of leased space; and
  – 0.5 million m^2 of lease-purchase space.
- Provides work environments for a population of 227,000 in 145 departments and agencies in about 1,840 locations across Canada.
- Administers annual payments in excess of $420 million under the Payments in Lieu of Taxes Program to approximately 1,300 local taxing authorities.

assessment and management of buildings;
- Administering the Payments in Lieu of Taxes program that strives for fair and equitable payments to real property taxing authorities; and
- Managing the Real Property Disposition Revolving Fund, which facilitates the disposal of properties surplus to government requirements.

Given its core competencies in professional and technical services in the areas of architecture and engineering, real estate, and asset and facilities management, Real Property Services provides strategic and expert advice to other federal departments and agencies for the acquisition, development, construction, management, operation, maintenance, repair and disposal of real property.

PWGSC Design and Engineering Awards

PWGSC won two Office Building of the Year (TOBY) Awards along with an Earth Award from the 2004 Building Owners and Managers Association (BOMA).

In recognition for its leadership in the area of accessibility, PWGSC was presented with the "2004 Accessibility by Design Award" for the Michelle Comeau Learning Centre from the City of Ottawa.

The prestigious Illuminating Engineering Society of North America awarded us with its Air Carrier Award for the design and installation of innovative inset lighting at Toronto's Pearson International Airport.

REAL PROPERTY SERVICES

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE			
• **Operating (including Special Purpose Allotment), Capital, Grants and Contributions and Statutory Votes**			
Gross Expenditures	2,279.3	2,323.7	**2,098.8**
Less: Respendable Revenue	275.3	456.4	**456.4**
Net Expenditures	2,004.0	1,867.3	**1,642.4**
SERVICES SERVICE LINE			
• **Real Property Services Revolving Fund**			
Gross Expenditures	837.2	837.2	**786.5**
Less: Respendable Revenue	837.2	837.2	**786.5**
Net Resources (Provided) Used [Note 1]	-	-	**-**
• **Real Property Disposition Revolving Fund**			
Gross Expenditures	3.2	3.2	**1.9**
Less: Respendable Revenue	15.1	15.1	**9.3**
Net Resources (Provided) Used [Note 1]	(11.9)	(11.9)	**(7.4)**
BUSINESS LINE TOTAL	1,992.1	1,855.4	**1,635.0**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS [Note 2]	4,438	4,438	**4,158**

Federal Accommodation and Holdings:
The variance between authorities and actual spending is due to: departmental directed savings, project slippage caused by uncertainties in contracting and project delivery, lower than forecasted lease and fit-up costs and to the reimbursement to the Consolidated Revenue Fund of employee benefit costs related to the Special Purpose Allotment.

Real Property Services Revolving Fund:
The variance between authorities and actual spending is due to fluctuations in business volume.

Real Property Disposition Revolving Fund:
The variance between authorities and actual spending is due to a decrease in the total number of disposals and a reduction in the value of completed projects for the Affordable Housing Property Fund.

Note 1: The amounts reported for the Real Property Services Revolving Fund and the Real Property Disposition Revolving Fund are on a modified cash basis.

Note 2: The methodology for the calculation of FTEs for Real Property has been revised to exclude some specific Personnel Costs to reflect a more realistic situation of Real Property's FTE count.

Performance Overview

As part of the PWGSC's *Way Forward* initiative, Real Property (RP) successfully developed a comprehensive plan to improve its management of real property and deliver a savings dividend for reallocation to higher government priorities.

Exploring savings in real estate is one of the key elements of *The Way Forward*, a wide-ranging strategy to find innovative ways to deliver services smarter, faster and at a reduced cost, and to improve how the Government of Canada does business. Confirmed in Budget 2005, PWGSC aims to save $925 million over five years, by managing our portfolio better and improving the application of standards for office space. We will do this without reducing the visibility of the Government of Canada in regions and communities, and in keeping with our commitment to environmental excellence. Specifically, RP has already begun work on:

1) Accommodation Standards

Reducing the current average level of space per employee from over 21 square metres to 18 square metres, a level more consistent with private sector benchmarks.

2) Inventory Management

Improving its leasing strategies to ensure a more strategic use of lower-cost accommodation outside municipal cores, downtown areas, and the more timely negotiation of leases to ensure the best possible rate from landlords.

3) Efficiencies in Program Management and Service Delivery

Efficiencies will be found through the review and revamping of business processes within the Branch in consultation with unions, the private sector and key stakeholders. The goal will be to reduce duplication of effort, streamline processes and increase our business.

At an operational level, RP addressed challenges in the following five key areas:

Portfolio Management

RP manages over 415 buildings and 2,000 leases on an on-going basis. Managing such a significant portfolio, while satisfying a broad range of client demands, is a complex undertaking. In doing this, we have continued to successfully maintain our buildings to standard, meeting all health and safety requirements. We optimized the portfolio of assets by using space more efficiently and consolidating accommodation needs of federal departments. For example, we physically consolidated Library and Archives Canada (LAC).

We successfully maintained a national average vacancy rate for office accommodation at 3.8%. This national vacancy rate, which decreased by 0.1% over last year, was significantly lower than the BOMA-reported national Canadian rate of 6.9% for office facilities, as shown in the following figure.
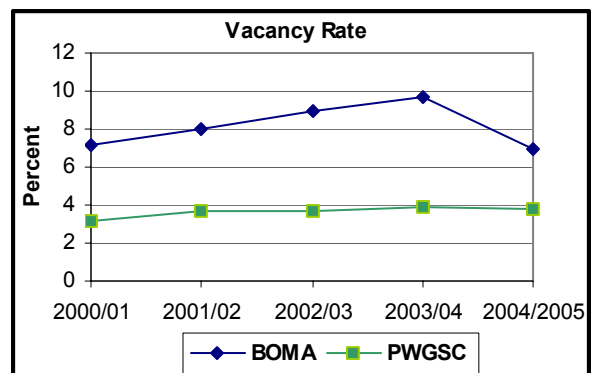
Maintaining the existing portfolio is also a key objective. To achieve this, the National Investment Strategy (NIS) was designed to stabilize the value of the Crown-owned office and common-use portfolio by recapitalizing 4% of the inventory every year. It was anticipated that this would result in renovating or replacing the entire portfolio every 25 years. This is consistent with the average economic life of major building systems and ensures that safe, healthy and productive workplaces are sustained.

Because of other government priorities, the capital budget has not been protected against inflation since 1995-96 and is now funded at an annual rate of 3.1%.

This reduced rate has increased pressure on operating and maintenance budgets, as well as on overall reinvestment requirements. Recognizing this trend, PWGSC continues to explore innovative approaches to resolve these pressures.

We are developing an approach to manage our national real property portfolio, which will allow us to manage those properties as a whole, as opposed to taking a building-by-building approach. This approach will lead to more effective, long-term investment decision-making.

A Request for Proposal was drafted to engage external real property experts to assist in identifying long-term sustainable options for the most efficient and cost-effective ownership model for our real property portfolio. The study will include a review of our "own-to-lease ratio" to address our aging inventory.

Demand Management

During the past year, we took steps to better understand the need for space at the community level. Through the Space Allocation and Fit-up Standards initiative, PWGSC has begun to rigorously apply universal office accommodation standards to help ensure a consistent and efficient approach to federal office accommodation and generate savings.

Accommodation usage is monitored on an on-going basis for effective and efficient space utilization. As the figure below demonstrates, the rentable square metres (RM^2) per full-time equivalent (FTE)

decreased compared with last year and the five-year trend continues to show improvement in the usage of office space.

Rentable Square Metres RM^2 / Full Time Equivalent FTE
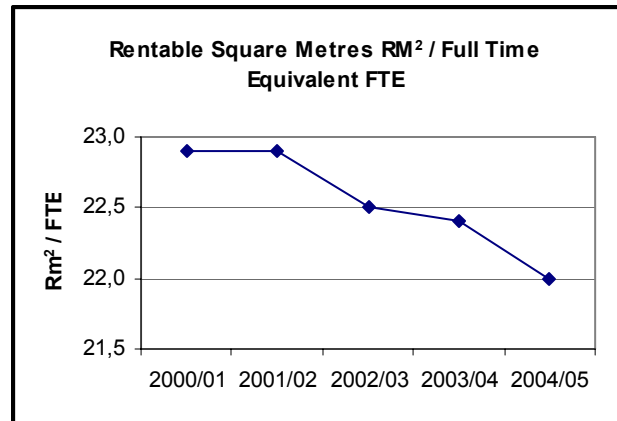
Service Delivery

In 2004-05, our team of architects, engineers, office accommodation specialists, real estate experts and asset and facilities managers contributed to more than 2,000 construction projects, with an approximate value of $700 million annually. We shared our expertise by entering into approximately 500 architectural and engineering consulting and technical service contracts worth $75 million annually. Our work creates jobs, stimulates local economies and contributes to communities in every corner of the country.

Real Property continues to work with colleague departments to provide them with the most cost-effective accommodation solutions, while at the same time achieving greater efficiency in the way Real Property services are delivered. We developed, in concert with the Service Integration Branch, standardized service menus and fee schedules that

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RCMP District Office - Holyrood, Newfoundland

PWGSC, demonstrating leadership in sound environmental stewardship, opened the first fully "green" RCMP building in Canada, the new Avalon East RCMP District Office in Holyrood, Newfoundland. It features a ground source heat pump used for both heating and cooling the building, lighting systems with sensors that reduce energy consumption and a solar collection area to boost heat and light in the office

will provide more consistent products and services to departments and agencies at a lower overall cost.

Management Practices

We demonstrated improvement in our governance of construction projects, completed a cost model for RP products and services and completed a Real Property risk management framework, policy and risk profile. These improvements to management practices help to ensure public confidence in the management of real property investments and services on behalf of Canadians.

The Way Forward fundamentally transforms the way we deliver services to colleague departments. In this

regard, Real Property has developed a new service delivery model which will support this transformation and improve efficiencies.

Workforce Capacity

In support of *The Way Forward*, Real Property is developing a Human Resources Framework that addresses a number of significant management, organizational and personnel issues. The Framework addresses the impact on the number and type of personnel, changes required to our current organizational and accountability structure, as well as a re-definition of the competencies necessary for success.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well as our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Departments and agencies have productive and affordable work environments.	**Actual re-capitalization rate:** As a result of projects deferred and delays in obtaining project approval, the effective recapitalization rate was 2.8%, below the target of 4%. **National vacancy rates at or below 4%:** The national average vacancy was at 3.8% This rate was significantly lower than the BOMA-reported rate of 6.9% for office facilities. **Accommodation usage trends:** The rentable square metres (RM^2) per full-time equivalent (FTE) decreased by over 1% compared to last year. The five-year trend continues to show improvement in the usage of office space. However, the rental cost per rentable square metre increased by about 3% and rental cost per FTE increased by about 1%. **Space and fit-up standards:** Generic Fit-up Standards for general purpose office accommodation came into effect January 2005.
Re-procurement of Alternative Form of Delivery contracts.	**Tender process:** completed and eight new contracts awarded which will carry out the work specified for millions of dollars less annually than budgeted for these activities. The contracts came into effect April 1, 2005. An evaluation framework was undertaken, which will establish an evaluation strategy over the life of the initiative.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Long Term Vision and Plan (LTVP) for Parliamentary Precinct.	**A report is due by December 2006 with recommendations on options and associated costs:** Consultations with our partners and stakeholders to build consensus around the LTVP review process and to create an atmosphere of transparency during the implementation phase have started.
Government's investment and divestiture of federal facilities managed effectively.	**Development of Divestiture Strategy:** Management framework is in development. Individual TB submissions are in process for certain due diligence capital projects, custody transfer initiatives, and funding strategies. A strategy to engage federal partners in implementing the Divestiture Strategy is being developed.
Leadership in greening internal operations and in assisting colleague departments.	**Meet commitments as set out in PWGSC's Sustainable Development Strategy:** Fiscal year 2004-05 marked the first year of SDS 2003. Progress was steady towards the targets. Details on performance may be found in the PWGSC Sustainable Development Performance Report, discussed in more detail in Annex A.
Real Property Services Revolving Fund.	**Revenues meet expenses:** The Real Property Services Revolving fund (RPSRF) provides separate financial reporting for optional real property services delivered to clients. These services are provided on a full-cost recovery basis. For 2004-05 the RPSRF had a net loss of $2.0 million, on total expenditures of $797.7 million.
Effective oversight role in cost planning and management practices.	**Analysis of 100 nationwide projects completed:** reveals that against the 2001-02 baseline timeliness improved by 21% while projects completed on budget improved by 18%.
Facilitate disposal of properties surplus to the needs of government through the Real Property Disposition Revolving Fund.	**Professional and timely disposal services and maintain a sufficient level of credit to facilitate custodial disposals:** The RPDRF facilitated the completion, termination or cancellation of 328 disposals within the fiscal year. The actual revenue generated was $7.1M compared to an original budget of $11.8M. The fund maintained a sufficient level of credit to start the fiscal year 2005-06.
Strategic Outcome #2 Sound Stewardship	
Alternative approach to real property service delivery.	**New Service Delivery Model:** A new model is being developed to provide strengthened branch accountability, strategic focus, management practices and financial comptrollership.
Modernize the investment framework emphasizing portfolio-based management.	**New Accommodation Strategies and related own-to-lease ratios:** Developed an RFP for external expert assistance in identifying long-term sustainable options for the most efficient and cost-effective management model for our real property portfolio.
Effective forecasting of demand for office accommodation.	**Increase % of office inventory under Memorandum of Agreement (MOA) by 5% each year over the planning period:** MOAs superceded by the Fit-up Standards that use a 'whole of government' approach to accommodation standards and services.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Improved management practices.	**RP risk profile developed and integrated risk management framework revised:** The RP Integrated Risk Management Framework was revised and a risk profile was developed. Governance model for construction projects implemented in 2005. Significant progress was made in modernizing the existing project delivery system including the creation of a web based National Project Management System (NPMS). Completed cost model for real property products and services by April 2005. The cost model was completed as planned.

ACQUISITIONS

Business Line Overview

PWGSC is the Government's primary procurement service provider, offering colleague departments and agencies a broad base of procurement solutions such as standing offers, supply arrangements and electronic marketplaces. We provide Canadians and the federal government with a value-added service that is relevant and timely in the management of acquisitions and related common services. We provide these services within a framework that promotes and demonstrates stringent ethical procurement standards. We play an important role in greening government operations by assisting colleague departments to identify and adopt green alternatives, encouraging them to buy green products and providing them with tools designed to help them meet their green procurement commitments.

As a strategic partner with our customers, Acquisitions:

- Helps define customer requirements;
- Finds the best possible solution for sourcing customer needs; and
- Closely oversees customer/supplier relationships after contract award to ensure strong accountability throughout the procurement process.

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Key Facts

- Operates as Canada's largest public purchaser of goods and services.
- Buys over $10 billion in goods and services each year and manages approximately 60,000 transactions, having an extensive influence on the efficiency of government-wide operations.
- More than 80% of the total value of government procurement represented by PWGSC purchases..
- Spends the vast majority of procurement dollars on a basket of 40 commodities.

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

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Saving Canadians Money and Improving Services

PWGSC has begun changing the way we do business, from a transactional to a strategic approach, producing immediate results and savings for Canadians. In 2004-05, we saved Canadians over $50 million by, among other activities, consolidating microcomputer purchases, launching an on-line travel booking tool and government travel cards and seeking volume discounts on furniture purchases.

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SUPPLY OPERATIONS SERVICE
Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
• **Operating and Statutory Votes**			
Gross Expenditures	194.0	*203.4*	**201.7**
Less: Respendable Revenue	30.0	*44.6*	**44.6**
Net Expenditures	164.0	*158.8*	**157.1**
• **Optional Services Revolving Fund**			
Gross Expenditures	110.5	*110.5*	**78.0**
Less: Respendable Revenue	110.5	*110.5*	**82.7**
Net Resources (Provided) Used [Note1]	-	-	**(4.7)**
BUSINESS LINE TOTAL	164.0	*158.8*	**152.4**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	1,873	*1,873*	**1,880**

The Optional Services Revolving Fund variance between the authorities and actual spending is due to lower than anticipated sales in the Vaccine Program.

Note 1: The amounts reported for the Optional Services Revolving Fund are on a modified cash basis.

Performance Overview

Procurement renewal is a key element of *The Way Forward*. Our target is to achieve savings by leveraging our purchasing power, consolidating what we buy on behalf of the Government and using common tools to make the procurement process

Serving Canadian Troops Overseas

We provided key on-site services to Canadian troops serving in Afghanistan and Bosnia-Herzegovina – everything from general supplies and food services, to transportation, power and water supplies, and road and grounds maintenance.

simpler. By reducing the cost of procurement, PWGSC will be in a position to contribute to overall Government of Canada savings that can be re-invested in priorities such as health care, early childhood development, a new deal for cities and communities and the environment. We are committed to:

- Reducing the cost of goods and services by 10% over the coming 5 years by, for example:
  - Consolidating purchasing government-wide, so that it can leverage its buying power to negotiate the best possible prices;
  - Making it mandatory for all government departments to buy their products at established prices (known as "standing offers") where they exist; and
  - Reducing the cost of government travel.
- Reducing administrative, compliance and reporting costs by 10% through more effective use of technology.
- Reducing the time to process procurement by 50% through automation.

PWGSC will continue to use a broad range of suppliers and will ensure that small and medium-sized enterprises, regional and Aboriginal enterprises continue to have access to government procurement. The Acquisitions Branch aims through *The Way Forward* to contribute savings of $2.5 billion in the

cost of goods, services and administrative support by 2010.

Quality Services

The Acquisitions Branch remains focused on delivering and improving *Quality Services* while it launches its *Way Forward* initiatives over the coming five years.

In 2004-05, our business volume was $18.4 billion compared to $10.8 billion in 2003-04. The total cost per $100 business volume in 2004-05 decreased to $0.54 from $0.94 in 2003-04. The reduction can be attributed mostly to increased business volume due to the award of the Maritime Helicopter Project at $5 billion and the award of the property management services contract at $2 billion, as well as a reduction in procurement related expenses of $2.5 million from $101.9 million to $99.4 million.

Acquisition Business Volume

Costs per $100 Business Volume
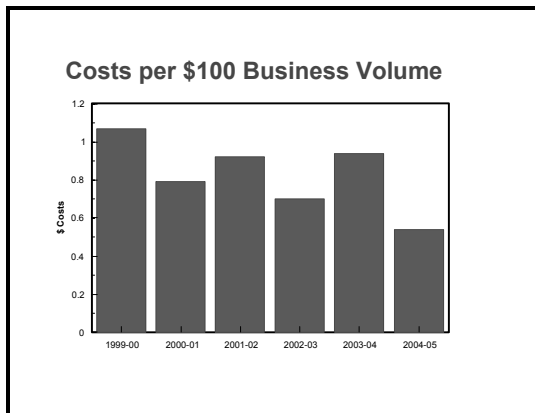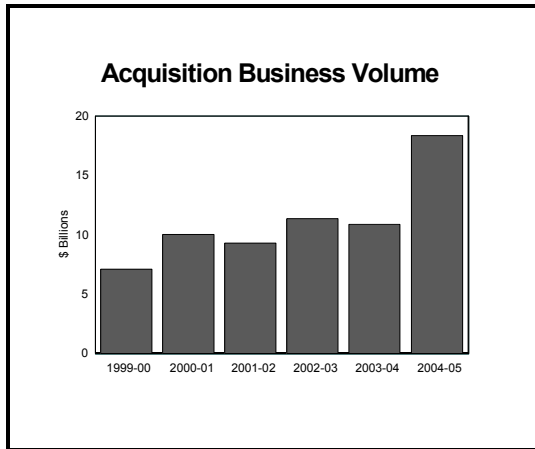
Government-wide Review of Procurement

In 2004-05, we conducted the most comprehensive Government-wide Review of Procurement in over 40 years. As a result of consultations with suppliers and other stakeholders, as well as research into best practices, the Task Force made a number of recommendations. We have already implemented some of those recommendations including: developing a government-wide commodity management approach to federal procurement; mandatory use of government-wide procurement tools where they exist; and the training of human resources to reflect the new business model. The Task Force recommendations, and *The Way Forward* commitments to save 10% in the cost of what the

> ### *PWGSC – Helping Equip the Military*
> PWGSC's Acquisitions Branch helped integrate the Second Battalion Princess Patricia's Canadian Light Infantry into Canadian Forces Base Shilo in Manitoba. We procured the equipment for this complex process on time and/or ahead of schedule – providing our troops with the time they needed to successfully complete their mission.

Government buys, save 10% in internal procurement costs, and improve the speed of procurement by 50%, became the Government's action plan for procurement presented in Budget 2005.

Standing Offers, which over time will become a mandatory purchasing tool for government-wide use, are expected to generate most of the savings in 2005-06. As a first step, on April 1, 2005 the use of standing offers for a range of 10 commodities, including motor vehicles, telecommunications equipment, software, office machines, and fuels and lubricants, became mandatory across government. To support ease of access to and use of Standing Offers, we made improvements to our web-based Standing Offer Index.

PWGSC is also establishing Commodity Councils to monitor the marketplace and make sure the Government balances efficiency against the impact on small and regional businesses.

We have completed in-depth commodity reviews on microcomputers and informatics professional services to be used as a basis for managing their future supply. In one case, consolidation of microcomputer purchases has resulted in savings of over $32 million, with further savings anticipated. In related activity to seek lower costs for our clients, we consolidated some furniture requirements into a larger buy, securing additional volume discounts that resulted in savings of approximately $220,000.

While seeking larger volume discounts through government-wide commodity planning and management, we must be responsive to the interests of Small and Medium-sized Enterprises (SMEs). To that end, we have opened the Office of Small-and-Medium-sized Enterprises (OSME). The OSME will help improve SMEs' access to government business and develop tools to help SMEs compete for larger contracts. The Office is already working with SMEs to better understand their concerns.

In order to simplify the procurement process for all suppliers, including SMEs, we have implemented contractual document templates for medium complexity and for low dollar value purchases.

Another procurement initiative involved the Shared Travel Services Initiative (STSI), which manages the Government's annual $1.6 billion in travel. In 2004-05 we launched the Government Travel Card and an Online Booking Tool. By saving on transaction fees, insurance and other related costs, and choosing lower cost flights more frequently, as well as negotiating more competitive rates with travel suppliers, it is estimated that the Government of Canada has already saved over $25 million. Additional savings will be realized with the implementation of the expense management tool, being piloted in 10 lead departments.

Performance measurement against targeted cost savings is critical for continued accountability to other departments and to Canadian taxpayers. The development of performance measures was delayed as we incorporated the impact of *The Way Forward* initiative. We will report cost savings realized by colleague departments and agencies to the Treasury Board Secretariat by the winter of 2005-06.

Providing Medical Assistance to Veterans

We finalized a $100 million six-year agreement with Atlantic Blue Cross Care for Veterans Affairs Canada saving Canadians up to $20 million and creating up to 90 jobs in New Brunswick. The deal launched a new system, which enhances patient care and processes nearly 250,000 eligible claims annually including those made on-line.

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e-Procurement

As part of *The Way Forward* procurement renewal, the department will be making use of common tools for purchasing, such as the Government of Canada Marketplace (GoCM). PWGSC is developing a prototype for the GoCM, a virtual shopping mall that will streamline the procurement process both for suppliers and the Government. The GoCM will offer goods and services based on approved catalogues and standing offers. We have completed the review of our methods of supply for certain commodity groups, nine of which are ready for integration into the GoCM. It is expected that the prototype will be launched in the fall of 2005.

Contract Management

We deployed an automated system that provides advance notice to contracting officers of important contracting milestones. This enables them to avoid and better anticipate potential problems, and quickly implement corrective measures. We also made important steps towards re-drafting the Vendor Performance Policy (VPP), which will help strengthen how we monitor vendor performance. In one case, by applying better contract management practices, we

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identified millions of dollars of irregularities and followed up with a recovery plan that resulted in substantial improvements.

Client Relations

We continued to develop standardized service menus and templates necessary to better define our relationships with clients, in particular our largest client, the Department of National Defence (DND). A policy notice was issued to DND in April 2005, which standardized project funding sheets, now in use. We continue to manage our relationship with DND through professional response to their procurement requirements and on-going dialogue at all levels.

In addition, new competitive procurement tools were established for the renewal of advertising and public opinion research management, providing greater competition, more transparency, and more options for other departments.

Greening Federal Procurement

The Government of Canada, through PWGSC, is implementing a sustainable development agenda, and green procurement is a major element of this agenda. We have set up a new Office of Greening Government Operations (OGGO) to provide guidance on green procurement, among other responsibilities. We are developing a new policy on green procurement to govern all purchases by 2006. We held the first ever buyer and supplier forum on green procurement to exchange information on new, innovative green products and services. In 2004-05, we also continued to make green procurement training available to purchasing officers in PWGSC and across government. PWGSC has established more than 100 standing offers that include provisions for green goods and services.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well as our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Government-Wide Review of Procurement.	**Review completed**: Recommendations accepted and rolled into *The Way Forward* implementation.
Commodity Management Framework.	**Framework completed:** GoC Commodity Management Framework in consultations for finalization.
Commodity Reviews.	**Two of three Commodity Reviews completed:** Microcomputers and informatics professional services and recommendations being implemented.
Templates for Standard Contract.	**Templates drafted:** Three different categories of Plain Language Standard Procurement Templates addressed: Low Dollar Value (LDV) requirements, Medium Complexity (MC) requirements, and Higher Complexity (HC) requirements. The LDV and MC templates were promulgated March 31, 2005, including new general conditions and standard instructions. HC templates, and modular additions to MC templates to address increased complexity of requirements, to be completed in 2005-06.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Performance measurement metrics.	**Performance Measures developed:** Completion was delayed to ensure effective integration with *The Way Forward* and Government-Wide Review of Procurement. Performance Framework being finalized. Cost savings realized by departments and agencies will be reported to Treasury Board Secretariat by winter 2005-06.
Government of Canada Marketplace.	**Effective Project Approval:** Preliminary Project Approval received in May 2005 to build functional prototype of the GoCM Service. **Operational in four lead departments – Target March 2005:** Operational in four lead departments targeted for summer 2006. **Ten method of supply reviews completed:** Nine reviews completed by March 2005. **Integration of reviews results – Target March 2005:** Integration of reviews results by summer 2006. While the project was delayed, we continued development on a new model to streamline purchasing practices and processes and consider the impact of the Government-Wide Review of Procurement and *The Way Forward*.
Effective contract management practices.	**Performance measurement metrics established:** Deployment of Automated Events Tracking and Warning (AETW) implemented. Reinforcement of contract management framework implemented.
Standardized service menus, fee schedules and charging framework for DND.	**Standardized Service Menus:** Awaiting input from stakeholders. **DND menus and schedules completed:** The framework for the DND/PWGSC relationship developed, and a policy notice issued in April 2005.
Strategic Outcome #2 Sound Stewardship	
Greening Federal procurement.	**Acquisitions Branch supply officers receiving green procurement training – Target 100% by March 31, 2006:** On target. **Customer departments outreach sessions – Target at least 30 outreach sessions provided by March 31, 2007:** On target. **Profiles of green goods and services available on the Green Procurement Network – Target increase from 90 to 150 by March 31, 2007:** On target. **Departments offered green procurement course – Target 100% by March 31, 2007.** On target.

TELECOMMUNICATIONS AND INFORMATICS COMMON SERVICES

Business Line Overview

PWGSC works closely with colleague departments to understand and respond to their increasing information technology (IT) requirements, and deliver reliable, cost-effective and secure IT services and solutions. PWGSC's Telecommunications and Informatics Common Services (TICS) business line provides a wide range of services to departments and agencies in the areas of informatics and telecommunications services; professional training and development services in information and communications technologies; and electronic access to government information and services for Canadians. It provides brokers, develops and/or manages voice and data networks, computers, servers, communications services, applications, and e-Government Knowledge Centre services to federal departments, agencies and crown corporations. TICS provides leadership in supporting government-wide initiatives such as the Secure Channel, IM/IT community renewal and the Government On-Line (GOL) initiative.

TICS develops strategies and innovative solutions for management of the Government's telecommunications and informatics requirements. It

Key Facts

- Enables Canadians to access 130 federal government services on-line.
- Assists in providing citizens and businesses, access to government services in a secure manner.
- Provides effective and efficient technology solutions for other government departments, enabling them to focus on their core programs and service delivery to Canadians.

conducts research and technological evaluation to assess opportunities for the introduction of new and innovative products and services, the application of new technologies and the use of alternative forms of delivery and partnering.

It is responsible for the overall management of the GOL initiative. In this capacity, TICS oversees and provides strategic leadership to departments and agencies in implementing GOL and supports the design and service delivery of e-Government programs and infrastructure.

Canada #1 in e-Government

For the fifth consecutive year, Canada ranked first among 22 countries for best e-Government, according to Accenture's 2005 annual study. PWGSC's leadership and management of Government On-Line, supported by 34 participating departments and agencies, continues to be recognized as a top performer in the areas of customer service and educating Canadians about government services on-line. In 2004, GOL had achieved 91% of its 2005 overall service maturity target.

TELECOMMUNICATIONS AND INFORMATICS COMMON SERVICES
Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
● **Operating and Statutory Votes**			
Gross Expenditures	119,0	*219,3*	**212,6**
Less: Respendable Revenue	30,5	*70,6*	**70,6**
Net Expenditures	88,5	*148,7*	**142,0**
● Telecommunications and Informatics Common Services Revolving Fund			
Gross Expenditures	131,0	*136,7*	**125,8**
Less: Respendable Revenue	131,0	*131,0*	**129,7**
Net Resources (Provided) Used [Note1]	-	*5,7*	**(3,9)**
BUSINESS LINE TOTAL	88,5	*154,4*	**138,1**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	351	*412*	**359**

The operating vote variance between the total authorities and actual spending is due to business operations and activities that were delayed in the RDIMS, GOL E-Contact and Secure Channel projects, as well as to contracts negotiated at lower costs, delays in staffing and to risk management issues within the organization.

The Telecommunications and Informatics Common Services Revolving Fund's surplus is due to an increase in the business volume countered by a lower cost of product. Operating expenditures were lower due to delays in staffing. The authority provided reflects the costs of the Transformation Initiative.

Note 1: The amounts reported for the Telecommunications and Informatics Common Services Revolving Fund are on a modified cash basis.

Performance Overview

During the past year, Telecommunications and Informatics Common Services (TICS) continued to provide high quality information technology services both within PWGSC and to other government departments. At the same time, as part of the Government's effort to find innovative ways to deliver services smarter, faster and at reduced costs, and to improve how we do business, we adopted a government-wide, coordinated approach to managing IT services.

Shared Services Agenda

The Government of Canada, through PWGSC, is implementing IT Shared Services to facilitate better, faster, more cost-effective results for clients and taxpayers. Highlights from the past year include the establishment of a Shared Products and Services Sector organization; the establishment of the Service Management Improvement Program (SMIP); the establishment of an IT procurement committee; completion of business cases for key services; and, the approval and launch of IM Support Tools as a shared service.

We worked in collaboration with partners in other government departments and held transition workshops in order to achieve these early successes. A draft of the requirements for early adopters to shared services was developed and used to guide the selection of the first wave of departments.

TICS has assessed different organization models to help integrate and standardize services across

government. The completed model was developed through intensive expert, industry and client department consultation. It is currently undergoing verification and will be launched in 2005-06. Other steps toward this end include the near completion of standardized service level definitions and new GoC-wide tenders, which include teleconferencing services, calling cards and cellular/personal communications services.

Government On-Line Initiative

The Government On-Line initiative is the federal government's ambitious vision to make Canada the leading country for its e-Government connections to its citizens. The objectives are to make government programs and services more accessible, to make service better and more responsive, and to build trust and confidence in on-line service delivery. Strong leadership and a pro-active approach created the momentum necessary for the GOL initiative to meet its 2005 targets and achieve the government-wide objective for service delivery that is client-centric, secure and available anytime, anywhere in both official languages.

Through GOL, TICS provides the strategic leadership to departments and agencies in implementing this initiative and the common secure infrastructure necessary to provide Canadians with secure and private access to on-line federal services. We are continuously improving the Canada Site, the main portal to the Government of Canada, to meet the needs and expectations of Canadians, non-Canadians and businesses.

Canada is a world leader in providing on-line services to its citizens. The initial goal of making services available to Canadians through the GOL has been largely achieved. In 2004-05, for the fourth year in a row, Canada ranked number one among 22 countries by Accenture's global e-Government study for its Government On-Line. Through GOL, Canadians can access more than 130 services via the Internet, 24 hours a day, seven days a week. Of those 130 services, 71 have already reached their

target progression levels and the remaining 59 are within 81% complete of their 2005 targets. In collaboration with Government Information Services Branch (GISB) and Treasury Board Secretariat, a take-up strategy was established to encourage collaboration across government. Also, an on-line marketing tool kit was developed for departmental use as well as a roadmap for a coherent GoC Internet presence. Further information on the GOL initiative may be found in Annex A.

Secure Channel

The Secure Channel is the centrepiece of the Government of Canada's common technology infrastructure. It is a portfolio of services that forms the foundation of the Government On-Line initiative by providing citizens and businesses with secure, private, high-speed access to all federal government on-line services and information. The Secure Channel assists PWGSC to help realize one of *The Way Forward* goals by taking full advantage of information technology to help modernize government and provide improved services to Canadians. It is the critical link between government programs and Canadians. Without the common infrastructure and services provided by the Secure Channel, and the assurances it provides with respect to security and privacy, the GoC's vision of client-centric, government-wide service anytime, anywhere would not be possible.

During fiscal year 2004-05, TICS developed an implementation strategy for the Secure Channel with policy, architecture, technology and security priorities. A Submission was presented to Treasury Board for long-term funding, but a decision was deferred for further discussions. This remains a key risk for the Secure Channel initiative, as funding stability is required for effective stakeholder engagement (note: Since year-end, TICS has secured one-year funding as well as a decision by TB Ministers to re-visit the long-term strategy in the fall of 2005). More information on Secure Channel may also be found in Annex A.

Perfect Print Production Performance

As part of a larger nation-wide team, the Winnipeg Print Production Center produced twenty-eight million cheques, forms and report pages. In that volume there were no errors or incidents affecting the forms, report pages or cheques to Canadians.

Professional Development

One of the important challenges TICS faced in the past year was the need to equip employees with the appropriate level of technical and professional skills. The e-Government Knowledge Centre addressed that challenge by providing learning and development programs, sharing research, best practices and innovative solutions. Access to e-Learning was made available to 10,270 users (9,300 licenses provided through 3 corporate MOU's and 970 individual ones). IT leadership, career and management development programs have been revamped. IM/IT job streams have been identified, and an on-line competency assessment tool is under development. In the realm of information management advances, a service delivery office was set up for the government-wide implementation of the Records, Documents and Information Management System (RDIMS).

IT Infrastructure

Another critical risk TICS faced in the past year was that of aging infrastructure, in the face of current and increasing business demands. To address this challenge, TICS addressed the most critical replacements, and developed a five-year infrastructure plan for longer-term issues.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Trusted partner of departments and agencies, and timely business solutions.	**Develop account plans for major departments and agencies:** Enhanced partnerships with clients (well over 150 departments, agencies and Crown Corporations) in the delivery of IT solutions. Developed Strategic Account Plans (SAPs) for Telecommunications and Informatics Services and Operations (TISO)'s top 26 clients, aggregating requirements, providing excellent dollar value and brokering deals.
Value-added and cost effective products and services with service strategies in place to meet GoC strategic directions.	**Value priced optimal business solutions, moving towards standardized service level agreements in place:** 163 standardized Service Agreements were implemented with over 150 clients. Enterprise-wide Service Level Agreements definitions are being standardized to facilitate the Performance Management process. **Needs of government departments in IT infrastructure and services met:** The commitments established in Service Agreements were consistently achieved or exceeded. **Break-even financial position for Telecommunications and Informatics Common Services Revolving Fund:** Exceeded

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
	breakeven financial performance objectives with a $3.9M positive contribution. **New brokered services initiatives secured and strategic plan in place:** Three new competitively tendered contracts completed for Government Teleconferencing Service; Calling Cards and Cellular/PCS services resulting in an estimated in-year savings of $2.1M for GoC departments.
Government On-Line Services with access to government programs, services, information, and secure transactions.	**2005 GOL service delivery goals met within Government of Canada (GoC):** GOL on track to deliver on its commitment to put the 130 most commonly used services on-line. Of these, 71 services have reached their 2005 targets, and the remaining services are at 81% completion. An Outreach Strategy was developed to assist in marketing of on-line services along with a communications plan. **Project plan to build an electronic integrated service delivery network:** In February 2005, the Secure Channel launched the National Routing Service pilot project to enable better communication between provincial and federal jurisdictions to improve program administration and national security. More information on Secure Channel's sustainable business model and progress may be found in Annex A. **Sustainable business models for Secure Channel, Gateways and Clusters, Common Tools and Solutions:** Enhanced Canada Site is accessible to all, easy to use and organised to meet Canadians' service priorities. The Roadmap to a Coherent GoC Internet Presence was developed as a sustainability model. More information may be found in Annex A.
Shared Services Strategy with an Enterprise to deliver common and shared IT services to the GoC.	**Government-wide IT shared services strategy:** An overall Shared IT Services strategy developed, including the development of the start-up organizational options and organizational transformation strategies. **IT planning framework strategies and processes to migrate to a shared services organization:** Progress made on developing the Qualification Framework for departments. The Transformation Business Cases for Data Centre consolidation and Distributed Computing were completed. The Service Management Improvement Program (SMIP) was implemented with an established governance and training curriculum. **Consolidating IT purchasing and outsourcing:** As a first step, PWGSC consolidated 4th quarter computer purchases, resulting in cost avoidance to the department of $1.6M. By establishing standards and a consolidated approach to procurement, the exercise has paved the way for further cost avoidance in the procurement and management of the department's desktop computing infrastructure.
Strategic Outcome #2 Sound Stewardship	
e-Government Knowledge Centre's mandate.	**Knowledge Centre's services promoted and expanded through various activities, such as the launch of Records and Document**

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
	Information Management System (RDIMS) and via the promotion of services at IM/IT conferences: A governance structure was developed and implemented. **Enrolment in IM/IT courses, seminars and e-Learning:** Enrolment was 1,400 seats (100 less than planned due to the phasing-out of university courses). The Knowledge Centre served 42 federal department and agencies. **Learning and development strategic plan:** Due to priority changes in operational activities, the learning and development strategic plan was not realized. An evaluation was undertaken, which set the stage for the Knowledge Centre's full cost recovery initiative.
Resourcing strategy critical to the success of the new enterprise.	**Workforce development plans:** Workforce development plans developed for through the establishment of working groups such as the Transformation Council, Culture Working Group and Career Development Working Group.

RECEIVER GENERAL

Business Line Overview

PWGSC manages the operations of the federal treasury, including issuing payments and managing revenue collection for major government programs, preparing the Public Accounts and producing the Government's Monthly Statements of Financial Operations. It plays a vital operational role in ensuring the Government's financial stability and public confidence through accurate and timely reporting of the Government's financial activities and the issuance of payments to Canadians.

The Receiver General (RG) is responsible for maintaining the integrity of the Consolidated Revenue Fund and the financial information presented to Parliament and the public through the Public Accounts and the Monthly Statement of Financial Operations. We add value by delivering central government-wide services that eliminate duplication of effort and infrastructure. We add value by consolidating the management of the Government's payments and revenue collection so as to achieve the most competitive rates for services available from Canada's financial industry.

Key Facts
• Issues 230 million payments in almost 200 countries.
• Handles almost $1.4 trillion in cash flows.
• Issues payments on behalf of 7 provinces and 3 territories as part of joint initiatives with federal departments.

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

Increasing the Use of Direct Deposit and Saving $$

We conducted a direct deposit marketing campaign for the Child Tax Benefit, Old Age Security, Goods and Services Tax Credits and the Canada Pension Plan. As a result, direct deposit participation rates for June 2005 were almost 2% higher than in June of 2004. For example, the Old Age Security program participation rose from 84.9% to 86.2%. This participation compares favourably with the U.S. Social Security program, which has a direct deposit enrollment rate of 78%. Direct deposit allows us to provide Canadians with a better, more reliable and environmentally friendly service, at a better price.

RECEIVER GENERAL
Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
● Operating (including Special Purpose Allotment) and Statutory Votes			
Gross Expenditures	123.1	*127.3*	**127.6**
Less: Respendable Revenue	18.0	*16.3*	**16.3**
BUSINESS LINE TOTAL	105.1	*111.0*	**111.3**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	467.0	*467.0*	**391.0**

The variance between the actual spending and the authorities represents less than 1% of the Business Line's total authorities. The decrease in full-time equivalents is due to staffing delays resulting from a restraint on personnel spending.

Performance Overview

The operations of the Receiver General continued to function smoothly despite increasing volumes and infrastructure changes. All critical performance targets were met and many were exceeded. For example, while we have a target of producing the Monthly Statement of Financial Operations by the 25th working day after month-end, in 2004-05, our average was only 22.2 working days. More that 99.99% of our payments were released on time. We continued to improve the security of the RG systems and services by working with departments and financial institutions to prevent and detect fraud. The Public Accounts were produced according to schedule; in fact, two weeks earlier than in 2003-04.

Disaster Recovery

The disaster recovery site for government-wide, mission-critical RG and compensation functions was built and fully tested, confirming our ability to resume operations within 24 hours after a disaster. We continued to work closely with the Treasury Board Secretariat to identify a source of funds to support the on-going operational cost of the disaster recovery site.

Cheque Imaging

We initiated preparation for the financial industry's introduction of cheque imaging as part of a larger initiative to streamline the RG settlement process. Some $688 billion flows from the RG account at the Bank of Canada to Canada's financial institutions. The settlement streamlining project contributes to *The Way Forward* by reducing the cost of operations, processing errors, and duplication of data storage. It will provide more convenient access to the information essential to the settlement process.

Payment Options

We worked with the major financial institutions and other financial service providers to ensure access to flexible, secure, and high-quality options for Canadians making payments to the federal government. We participated actively in the functional requirements definition for a new on-line debit payment mechanism. We also developed a strategy to take advantage of the Canadian payment infrastructure and the Secure Channel to position the RG for evolving needs and capabilities for new payment options.

Receiver General Buy Button (RGBB)

We expanded the use of the RGBB, a central service for accepting credit card payments on-line.

Payment Receipts

We implemented a new service for federal departments and agencies that will give them access to a broader range of options for receiving payments and remittance information, including via electronic images. Two departments implemented this in 2004-05.

Direct Deposit Initiatives

In conjunction with Social Development Canada (SDC) and the Canada Revenue Agency (CRA), we launched an initiative to encourage Canadians receiving income support payments, such as Old Age Security, to move to direct deposit, which is a more secure, reliable, environmentally friendly, and cost effective method of payment delivery. We also

worked with SDC, Veterans Affairs, and the Compensation Sector of PWGSC to increase the use of direct deposits for federal payments to the United States and the United Kingdom. The campaigns were very successful, and the benefits are continuing to be registered.

Electronic Document Management

Significant progress was made in developing optional services to departments for imaging, electronic storage, and retrieval of program documents. In 2004-05, we initiated the service through agreements with four departments and agencies representing 11.7 million documents.

Public Accounts Modernization

Work on the Public Accounts modernization project was deferred pending receipt of a clear requirements definition and funding from TBS.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Timely and accurate: Common Departmental Financial System processing.	**To meet or exceed levels of service and system performance objectives established in MOUs with clients:** All targets and system performance objectives in Memoranda of Understanding were met.
Payment related printing meets schedule.	**95% of items released according to schedule:** This target was exceeded.
Document imaging services satisfy Service Level Agreements.	**Timely and accurate imaging and archiving of documents:** Targets in departmental service level agreements were met.
Support of changes arising from Common Administrative Services (CAS) recommendations.	This project was delayed. TBS has not yet provided a definition of requirements.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #2 Sound Stewardship	
Preservation of the integrity of the Consolidated Revenue Fund and the Public Accounts of Canada.	**Payments issued according to standard 99.9% of the time:** This target was exceeded.
Effective execution of functions essential to the financial safety and security of the Canadian public.	**Daily authorization to the Bank of Canada for all outflows from the Consolidated Revenue Fund according to schedule 95% of the time:** Target exceeded. **Monthly statements produced within an annual average of 25 working days of month end:** Statements produced in 22.2 working days. **Production of public accounts as per defined schedule:** Target exceeded. **Payment reconciliation-within 24 hours of receipt 95 % of the time:** Target exceeded. **Reconciliation of deposits to the credit of the Receiver General within two business days, 95% of the time:** Target exceeded.
Disaster Recovery Site with the ability to resume operations with minimal impact on the financial safety and security of the public.	**Disaster Recovery Site operational:** Test of the back-up site proved ability to restore service within 24 hours. By year-end, **still trying to** identify a source of funds for ongoing operations.
Cheque imaging enhances ability to reconcile cheques and provide more on-line payment options for Canadian public and government departments.	**By 2006-2007, achieve the following results -** **increased efficiency of payment reconciliation;** **public access to commercially available on-line payment mechanisms for consumer and larger-value payments to government:** Project team established, project plan developed, and security and privacy reviews completed on the network, the system, and the Receiver General cheque. Strategy developed for on-line payment options, to be implemented over the next two fiscal years.
Reduced cost of payment issue through government-wide efficiencies (more uses of electronic payments, EI warrant printing).	**Increase in electronic payments:** The volume of electronic payments increased by 3.7 million, from 155.5 million to 159.2 million. **Decision on most cost-effective method for issuing EI cheques:** HRSDC continued to explore options for issuing EI cheques.
Monthly reporting to TBS for EMIS (Electronic Management Information System).	**Commencement of Central Financial Management and Reporting System (CFRMS) development:** The CFMRS was modified to accept data related to the Program Activity Architecture and transmitted with departmental trial balances.

PUBLIC SERVICE COMPENSATION

Business Line Overview

PWGSC provides payroll, benefits and pension plan administration services for the Public Service of Canada. It delivers pay and benefits services to public service employees and members of the Royal Canadian Mounted Police; pension services to retired public servants, retired members of the Canadian Forces, the federal judiciary and Members of Parliament.

Public Service Compensation assists colleague departments and agencies to achieve their objectives through automated compensation services and stronger integration of our central pay system with their human resources systems.

Performance Overview

Public Service Compensation is committed to support the Government's objective to modernize management practices and *The Way Forward* by delivering services smarter, faster and at a reduced cost with improved accountability and increased transparency. In order to meet this commitment in 2004-05, we focused on the following:

Timely and Accurate Compensation Services

The processing of pay and benefits services continued to be delivered accurately and on time,

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Key Facts

- As Canada's largest payroll and pension administration, Public Service Compensation:
  - Administers centrally the pay accounts of 293,000 public servants and pension accounts of 324,000 pensioners.
  - Issues about 13 million pay and pension payments a year

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consistently meeting or exceeding established service levels. A Compensation Client Satisfaction Survey, measuring customer satisfaction for the Pay service, was completed. In order to continue to maintain these levels of service, renewal of the business processes and 35 year old compensation systems is required.

Dated Systems and Aging Technology

To address the challenge of our aging technology, Public Service Compensation has two separate initiatives underway: Pension Modernization and other pension related projects, and the Pay Modernization Project.

Pension Modernization

The purpose of the Government of Canada Pension Modernization Project (GoCPMP) is to renew PWGSC's pension administration systems and services by replacing outdated technology and providing modern services to employees, employers

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Satisfaction Rate -- Advisory Services (written and telephone)

In 1998, 90% were satisfied; in 2000, 87% were satisfied and in both 2002 and 2004, 96% were satisfied. Three advisory service elements were rated in an effort to isolate possible problem areas and accelerate recommendations for improvement.

	Very satisfied/ Satisfied	Dissatisfied/ Very dissatisfied
Timeliness:	95%	5%
Accuracy:	96%	4%
Professionalism:	97%	3%

PUBLIC SERVICE COMPENSATION

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	*Total Authorities*	**Actual**
• **Operating and Statutory Votes**			
Gross Expenditures	60.0	*76.8*	**76.5**
Less: Respendable Revenue	30.8	*47.7*	**47.7**
BUSINESS LINE TOTAL	29.2	*29.1*	**28.8**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	800	*850*	**853**

The increase in gross expenditures between planned spending and actual spending is related to work performed under the Pension Data Correction and Government of Canada Pension Modernization projects and also for ongoing administration costs for the Public Service Superannuation Account. Those costs were recovered and included in the respendable revenues.

and pensioners.

The final Request For Proposal was released in October 2004 and evaluation of the bids was completed in May 2005, with a contract to be awarded in the fall of 2005. More details on Pension Modernization can be found in Annex A.

Integrated Pension Data Repository

As part of the Pension Reform Project, the integrated Pension Data Repository (iPDR) was developed to improve the data accuracy for individual pension plan member superannuation accounts. Integrity tests within the iPDR calculate the required pension contributions based on a member's salary/service data reported in the Contributor System. This ensures the correct amount of pension contributions are provided to the new Pension Fund to be invested on the market.

Imaging

To take advantage of the new technology acquired as part of the Pension Modernization Project and to improve the service timeliness and pension administration efficiency, an assessment of how imaging of pension documents can be integrated in business processes was initiated. Imaging will

streamline mailroom processes, alleviate storage capacity issues, provide pension and call centre agents with rapid electronic access to annuitant survivor data and reduce the manual data capture, dispatch and distribution of information.

Pension Services Delivery Project

The Pension Services Delivery Project will consolidate at PWGSC, the pension services currently being delivered by departments. Good progress was made in centralizing delivery and streamlining processes. The administration of the *Pension Benefits Division Act* and the Pension Transfer Agreements with other employers were transferred from departments to PWGSC after a significant streamlining of processes.

Serving Canadians

PWGSC has successfully achieved performance targets for the timely and accurate provision of pension services to the Canadian Forces. For 2004-05, 96% of all initial payments were to be made within 30 days or less. In actual fact, all activities were accomplished within budget, and pension transactions were processed within 30 days, 99.6% of the time, and no complaints were received.

Pay Modernization and Changing Environment

The on-going evaluation of potential options for pay modernization, within the context of shared services/shared systems, continued in 2004-05 and will be completed by the fall of 2005. Option analyses confirmed that it is viable to provide compensation services centrally under the shared services model but only after the modernization of the central pay system is completed. It concluded that most savings will be generated by employee and manager web self-services. The analyses identified technical options for cost-effective solutions for pay administration, better interface with departmental human resources systems and implementation of web self-services.

On-going Improvement and Increased Customer Expectations

We continue to make valuable enhancements to compensation systems in order to meet our customers' needs.

We have undertaken a project to include supplementary pay (overtime and retroactive payments) via direct deposit and reduce paper documentation by consolidation and web-access to lengthy hard copy reports provided to departmental compensation advisors. The project is expected to generate savings of $800,000 and 38 tonnes of paper annually.

TBS and other federal employers will be able to use the web to directly change rates of pay in the pay system, making it possible to implement collective agreements faster and at a reduced cost. We developed a web-based database, containing rates of pay and classification information to reduce the costs and administration time associated with the conversion to new classification structures that are part of the Government's classification reform initiative.

PWGSC improved its web-based services to employees and client departments by enhancing its pension calculator, developing applications for pensioners, and providing compensation advisors and employees with shared access to the same self-service screens. Application enhancements will be launched gradually across the Government, starting in 2005-06.

To ensure integrity in its daily activities, PWGSC provided all managers with delegated financial signing authority training to ensure that they fully understand the requirements for controlling financial resources.

Web Services for Employees

The new Compensation Web Applications (CWA) for pay and pension services were developed in 2004-05, and launched to PWGSC employees in early 2005. These applications provide employees with easy, on-line, secure access to pay, benefits and pension information, as well as the tools to calculate pension-related projections. The intent is to launch the CWA gradually across the Government over the coming year.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Distribution of pay stub and cheque inserts to targeted audience.	**Pay stub and cheque inserts delivered on time:** As per specifications and requirements 100% of the time, within established budget.
Timely and accurate pension services to the Canadian Forces.	**96% of initial payments in 30 days or less as per published service standards:** Pension transactions were processed within 30 days 99.6% of the time. **Assessments of levels and importance of complaints:** Levels of service assessed regularly and no complaints were received.
Strategic Outcome #2 Sound Stewardship	
Timely and accurate payroll and insurance services for public service employees.	**System response time of 0.5 seconds or less:** was met.
Process pay and pension interventions.	**Maintain the published service level standard 95% of the time:** Nationally, pay and pension interventions exceeded the published service level standards, attaining 98% for pay and 97% for pensions.
Collective agreement provisions and other policy changes in place.	**100% of collective agreement provisions and other policy changes implemented within timeframe established:** All collective agreement provisions, salary revisions and retroactive payments were implemented within established timeframes.
Employee self-service on the Web.	**Implement electronic pay stubs, voluntary deductions and pay calculations (dependent on PKI availability):** Not met due to security PKI requirements not being in place. Web applications are ready for implementation once security solution is finalized.
New pay delivery model to CRA.	**Approval of the Accountability Framework and system changes:** In partnership with the CRA over the past three years we have worked on a project to develop a net payroll solution to be administered on their SAP infrastructure. In March 2005, CRA discontinued this project. As a result, we will continue to provide CRA employees with full payroll service in the capacity of payroll service provider for the Government of Canada.
Modernize pay systems and business processes.	**Completion of studies on additional options:** Four studies conducted as part of Pay Modernization business case analysis completed.
Effective management of client accounts for annuitants and contributors.	**Meet service standards within established timeframes:** Service standard of 90% on initial payment benefit was exceeded with an average of 96.7% and telephone call backs (contact client within 48 hrs were achieved 98.4% of the time).

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Provision of policy and technical direction and support.	**Meet service standards within established timeframes:** Service levels met/exceeded within timeframes. No complaints received from TBS or departments. **Processing without operational incidents:** No operational incidents occurred in the pension systems.
Integrity of the process of accounting for and transferring pension contributions to the Pension Investment Board.	**Positive report from the Office of the Auditor General:** Report for fiscal year 2004-05 is being completed.
Centralized contributor pension administration in Shediac, New Brunswick.	**Implement the administration of the *Pension Benefits Division Act* (PBDA), the Pension Transfer Agreement and expand pre-retirement seminars:** Administration of the PBDA was centralized in Shediac on September 7, 2004. Pension Transfer Agreement (now Pension Transfer Services (PTS)) centralized in Shediac on May 30, 2005. Option paper presenting the analysis of seven potential scenarios for the delivery of the Public Service Pension Plan Retirement Information Session was developed. **Complete Strategic Implementation Plan, Business Case and TB Submission - Target 2005-06:** Draft of business strategy and the presentation of two potential functional organizational models for contributor services completed.
Correction of pension service, salary and contributions data to enable more effective use of automated (pension systems and web-based self-service) tools.	**Completion of Phase 1 of Data Integrity Project - Target: 2006-07:** Target date changed to 2007-08 as project did not start as planned due to the late approval of TB Submission (March 30, 2004). Duration of the project has not changed (3 years).
Web self-service for contributors and pensioners.	**Access through Web to employee benefits statements and enhanced pension calculator:** Compensation web application available to all PWGSC employees in May 2005. **Capacity for pensioners to exchange personal information on the Web - Target: 2005-06:** Although establishment of the security process is underway, until this has been resolved and put in place, the implementation of the secure Web application for pensioners will not occur.

CONSULTING AND AUDIT CANADA

Business Line Overview

Consulting and Audit Canada (CAC) is a Special Operating Agency of PWGSC that operates on a full cost recovery basis. CAC provides, on an optional and fee-for-service basis, consulting and audit services to federal departments and agencies; provincial, territorial, municipal and Aboriginal governments; foreign governments; and international organizations. In 2005-06, as part of CAC's charter renewal process, the agency's mandate is being reviewed, especially in relation to procurement of services. Based on the preliminary findings, the Deputy Minister decided that, beginning in May 2005, procurement activities would be handled by PWGSC's Central Procurement Service Unit to enhance segregation of duties and improve consistency of procurement practices throughout the Department.

CAC provides value to its clients by leveraging its specialized knowledge of Treasury Board of Canada policies and recommended management practices. Its areas of expertise include consulting, assurance services, as well as internal and external auditing services. CAC engages in the two-way transfer of

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Key Facts

- Provides, on an optional and fee-for-service basis, consulting and audit services in Canada and abroad, supporting government departments and agencies in fostering effective and efficient public sector management.
- Administered in 2004-05, approximately 1400 contracts providing access for professional services firms to government work.
- Generates approximately $68.4M (or 55%) of CAC's total revenues of $124M by contracts with private sector resources.

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knowledge and expertise with many small and medium-sized enterprises (SMEs) across Canada by using small businesses to supplement CAC's skill set, and by providing small businesses with access to government business. These activities, in turn, improve public sector management, operations and administration by: promoting the use of best practices in organizational management and operations; assisting clients to implement horizontal initiatives prescribed by central agencies; and ensuring sound use of human, financial and materiel resources.

CAC is People Helping People …

In 2003, in the aftermath of Hurricane Juan, and throughout 2004-05, CAC worked with Public Safety and Emergency Preparedness Canada (PSEPC) by conducting audits and providing advice regarding financial assistance in several provinces. For more than 12 years, CAC has provided audit services on an annual basis to PSEPC and its predecessor organization. The agreement with PSEPC is on-going and ensures that provinces affected by natural disasters receive timely aid to respond to their citizen needs.

CONSULTING AND AUDIT CANADA

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
● **Consulting and Audit Canada Revolving Fund**			
Gross Expenditures	98.9	*98.9*	**121.2**
Less: Respendable Revenue	100.0	*100.0*	**124.6**
BUSINESS LINE TOTAL (Note1)	(1.1)	*(1.1)*	**(3.4)**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	400	*400*	**361**

The improved financial position of $3.4 million versus the total authorities of $1.1million is mainly due to a 24% increase in revenue (primarily related to increased contractor fees), achieved with a lower proportional increase in operating expenses, mainly due to lower salaries and benefits resulting from fewer FTEs.

Note 1: The amounts reported for the Consulting and Audit Canada Revolving Fund are on a modified cash basis.

Performance Overview

Overall, CAC achieved its major commitments as outlined in the PWGSC 2004-05 Report on Plans and Priorities. As a client-focused organization, CAC achieved a high level of client satisfaction by providing quality professional services. It increased the number of its outreach activities and implemented several internal initiatives to improve its operations.

Provide Quality Professional Services

CAC relies on its Professional Development Programs and Framework to build and maintain a professionally competent workforce with high ethical standards. All employees must adhere to its Code of Ethics and Professional Conduct.

In response to the Auditor General's November 2004 report to the House of Commons and the March 2004 Budget Speech, and as part of the Government's efforts to strengthen its internal audit capacity, CAC introduced a Professional Development Program to recruit and train audit staff to meet the Government's growing demand for professional audit services. To meet needs identified in the Auditor General's November 2004 report to the House of Commons,

CAC's Chief Auditor has worked with the Office of the Comptroller General to develop and improve the professional standards for the Government's internal audit community. As a result, financial controls and public accountability will be improved across government, while CAC remains on the cutting edge of emerging government initiatives.

Develop Business Opportunities and Relationships

CAC adds value to its clients by building capacity in areas identified in the Priorities of the Clerk of the Privy Council. These include: Public Service Modernization, the Management Accountability Framework, Official Languages, and Privacy Impact and Threat and Risk Assessments. CAC also assisted PWGSC clients to prepare for *The Way Forward.*

CAC has used the experience gained in advising organizations to promote best practices across the Government. These activities contributed to the following results:

- Generating a 90% repeat-business willingness rate;
- Attracting at least ten new client organizations;

- Developing relationships with several strategic partners; and
- Attaining a 95.7% client loyalty score for the first three months of 2005.

CAC uses sub-contracting to support SMEs. In 2004-05, CAC entered into 475 contracts, worth a total of $17.6 million, with 387 private consulting firms, many of which were SMEs, to provide technical assistance for international development projects. Approximately $68.4 million (or 55%) of CAC's $124 million in revenues is sub-contracted, largely to SMEs. Two projects of note involved SMEs helping to develop a National Information, Communication, Technology (ICT) Policy for the governments of Botswana and Trinidad and Tobago. Both projects represented significant new business opportunities for Canadian telecommunications firms.

> ### *CAC delivers on Canada's Global Responsibilities…*
>
> CAC is the Canadian executing agency for an $18 million CIDA fund to assist the Commonwealth Caribbean in implementing Public Service modernization initiatives.

Make Better Use of Technologies and Promoting Knowledge Sharing

CAC has invested in information technologies to promote knowledge sharing. In 2005-06, an Information Management Strategy will be developed and implemented to support a centralized and easily accessible Records, Document, Information Management System (RDIMS) that will improve the use and accuracy of business and financial information, enhance internal knowledge sharing, and increase productivity.

To promote bilingualism in the workplace, CAC has begun to develop an Official Languages plan that will be implemented in 2005-06. An Official Languages Committee was established to advise management on Official Languages issues and "*La table française*" was re-launched by the *Comité sur l'usage du français*.

Promote Modern Comptrollership

CAC has developed a methodology to help client departments build and implement an action plan for their Management Accountability Framework exercise, beginning in 2005-06. The mandate review of CAC's management charter is consistent with this MAF exercise.

CAC has established an Internal Audit and Evaluation Committee to ensure timely implementation of evaluation and audit recommendations. As a result of recommendations made in the "Audit of the Integrity of Performance Information", CAC made important improvements to its Client Satisfaction Survey System to ensure better response rates and more reliable management information.

As part of its continuous improvement program for contracting, CAC is improving corporate records and document management and has enhanced the Procurement Quality Assurance program by implementing systematic file reviews and lessons learned. While this yielded some positive results, it was decided that, beginning in May 2005, procurement activities would be handled by PWGSC's Central Procurement Service Unit to enhance segregation of duties and improve consistency of procurement practices throughout the Department.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Improvement of public sector management and operations.	**Client satisfaction - target 85%:** Client satisfaction rates were 90.4% for overall services; 91.4% for consulting services, 89.7% for audit services; and 94.4% of CAC's clients feel that CAC's activities have contributed to improving their management and operations either "to some extent" or "significantly".
High-quality and professional services.	**Business volume sub-contracted - target 50%:** Subcontractors, and largely SMEs, accounted for $68.4 million or about 55% of CAC's total revenues.
Cost-effective delivery of services.	**Net surplus - target $278K:** Exceeded net surplus target, attaining a net surplus of $2.8 million.
Knowledgeable and sustainable workforce.	**Rejuvenation of the workforce:** CAC rejuvenated its workforce by hiring new employees in the Professional Development Program. Four new people were appointed to the PDP and a recruitment campaign resulted in several more offers being made. The average utilization rate was 79.7%, which means that CAC employees are generating revenues for the agency nearly 80% of the time. Employees also spend time in training, marketing, and other corporate contribution activities (such as internal knowledge sharing).

TRANSLATION BUREAU

Business Line Overview

PWGSC is a key enabler in helping the Government meet its official languages commitment. It provides quality translation, interpretation, terminology and techno-linguistic services in a timely fashion to Parliament, the judiciary and federal departments and agencies. It also sets the terminology standards within the federal government. The Translation Bureau supports the Government's service delivery infrastructure in a seamless fashion by assuring that qualified language professionals, employees and suppliers are readily available. The Bureau works with other federal partners and the translation industry to promote and maintain Canada's bilingual and multicultural identity. As a result, the Government's demand for translation and language services has contributed to the stability, growth and capacity of the Canadian language industry to support the international relations needs of government and the export marketing needs of Canadian business. The Bureau provides services in over 100 languages.

The Bureau directly contributes to the objectives of the Action Plan for Official Languages to create an exemplary public service, by providing public servants with documents and tools that enable them to work and communicate in both official languages. As a Special Operating Agency, the Translation

> ### Key Facts
>
> - Translation Bureau is the linguistic and terminology standardization authority of the federal public service.
> - The TERMIUM terminological and linguistic data bank contains more than 3.5 million terms and, annually, it receives over 500 million hits.
> - Translation Bureau's list of pre-qualified suppliers includes more than 3,070 small and medium-sized firms.
> - Provided service to 946 interpretation sessions for both Houses of Parliament and meetings of their committees.
> - Provided service to 5,090 conference interpretation events.
> - Processed 210,000 requests for linguistic services from departments and other government organizations.
> - The Bureau's terminology and linguistic information service received 24,963 requests, 39% more than in the previous year.

Bureau manages its finances through a revolving fund. Fees for services rendered to other departments and agencies account for about 74% of the Bureau's revenue. The balance of revenues come from a parliamentary appropriation for the provision of terminology standardization and services to Parliament.

> ### Critical support for the Canadian language industry
>
> The development of leading-edge technologies and high-calibre translation professionals is crucial to securing the supply of first-rate language services for the Government and Canada. To address the first issue, the Bureau became a founding partner of the new Language Technologies Research Centre in collaboration with the Université du Québec en Outaouais and the National Research Council of Canada. It also provided critical support for the creation of the Language Industry Association (AILIA), which brings together the various stakeholders in the language community and aims to make Canada a world leader in the field.

TRANSLATION BUREAU

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
● **Operating Vote**			
Gross Expenditures	49.0	*52.6*	**51.0**
Less: Respendable Revenue	-	*-*	**-**
Net Expenditures	49.0	*52.6*	**51.0**
● **Translation Bureau Revolving Fund**			
Gross Expenditures	228.0	*228.0*	**193.1**
Less: Respendable Revenue	228.0	*228.0*	**199.7**
Net Resources (Provided) Used (Note1)	-	*-*	**(6.6)**
BUSINESS LINE TOTAL	49.0	*52.6*	**44.4**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	1,734	*1,734*	**1,678**

The Translation Bureau operating vote is lapsing $1.6 million: $1.1 million from Closed-Captioning of Parliament Proceedings (funds received too late in the year to perform any work) and $0.5 million from the Frozen Allotment - Parliamentary Services (because of an election year, only $5.2 million of the total $5.7 million was used in 2004-05).

The main reason for the discrepancy between total authorities and actual spending for the Translation Bureau Revolving Fund is the Government reallocation resources initiatives which have affected our clients' spending habits. Also, Treasury Board contribution to Employee Benefits Plan's rate reduction by 3% in 2004-05 has reduced salary expenditures by $3.2 million.

Note 1: The amounts reported for the Translation Bureau Revolving Fund are on a modified cash basis.

Performance Overview

At the beginning of 2004-05, the Translation Bureau faced considerable financial pressures; a substantial increase in employee compensation costs and the likelihood of significant fluctuations in demand for its services. The Bureau responded by reducing or postponing some investments, slowing the pace of recruitment, rationalizing its use of space and reducing its operating expenditures. These measures resulted in the Bureau achieving an operating surplus for the year.

For 2004-05, the Bureau had three priorities: to ensure best-value service; to maintain its capacity to effectively deliver on its terminology standardization mandate; and to leverage its unique expertise to ensure a secure supply of linguistic services to the Government.

Ensuring Best-Value Service

Despite dramatic cost pressures, there will be no price increases for 2005-06. As a Special Operating Agency subject to a full cost recovery regime, the Translation Bureau must provide its clients with value-added services if it hopes to remain relevant and viable. The Bureau has adopted an enterprise-wide service approach, thus providing federal organizations with turnkey service including on-site services and client-assigned translators tailored to the specific needs of each client.

The Treasury Board Secretariat confirmed the Bureau's permanent status as the sole employer of translators, interpreters and terminologists and the sole public service organization authorized to provide linguistic services within the federal government. As a result, the Bureau will be in a better position to fulfill its stewardship role of maintaining an optimal

capacity to satisfy the various linguistic requirements of Parliament and the Government.

The Bureau has adopted an integrated planning framework and leading edge management tools, including a balanced scorecard and an activity-based costing system to ensure sound management. This helped the Bureau to avoid increasing its prices despite upward price pressures.

Several initiatives were taken to improve service delivery to better meet clients' tight deadlines. A "pilot" 24 hours, 7 days a week translation service was so successful that it will be extended to all clients in 2005-06. Other initiatives included the purchase of techno-linguistic tools to more effectively process clients' work orders and service re-engineering measures to improve work processes.

The Bureau began the implementation of a La Relève plan for its Parliamentary units to support Parliament's capacity to operate in both official languages. Work on an accelerated development plan for interpreters was also completed. The plan will be implemented in 2005-06.

The Bureau has always maintained the highest standards of professional ethics. On the strength of that tradition, the Bureau developed an action plan for implementing the Department's Ten Point Integrity Plan and strengthened its already stringent contract monitoring system.

To carry out its mandate successfully, the Bureau needs an adequate supply of skilled managers for the future. To this end, the Bureau has developed a management succession program and a new on-going training program for current managers.

Effective Delivery of the Terminology Standardization Mandate

The Bureau is responsible for providing federal public servants with the tools they need to work better and communicate effectively with Canadians in both official languages.

Accordingly, the Bureau:

- Completed the pre-project phase in the development of the next generation of TERMIUM, a tool where federal departments and agencies will be able to store and consult their own specific terminologies;
- Updated the content of the *Language Nook of the Government of Canada* on a weekly basis so that users may find solutions to common language problems; and
- Launched two new English-language writing assistance tools, bringing to 15 the number of language assistance tools offered free of charge to federal public servants.

International Terminology Cooperation Projects

TB, in cooperation with the *Agence intergouvernementale de la Francophonie*, provided African terminologists with training on terminology practices and electronic terminology assistance tools. Four African countries are currently taking part in the exploratory phase of the project and others plan to join.

Another project involves using TERMIUM as an international tool for managing the Information Technology Vocabulary. A joint committee of the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC) has given its approval in principle to this project.

The Bureau is sensitive to Canada's linguistic diversity and the need to reflect it. A terminology cooperation agreement was concluded with the Government of Nunavut to enhance the visibility of the Living Dictionary, *Asuilaak*, by maintaining a link to the dictionary on the Bureau's web site. At the request of the Northwest Territories, the Bureau developed a *Diamond Terminology* with support from Quebec, Ontario, Manitoba, and the Yukon and Nunavut territories.

Leveraging the Bureau's Unique Expertise

The Bureau worked closely with the Canadian language industry to help it face challenges posed by globalization, industry fragmentation and the looming shortage of specialized language professionals, threats that were brought to light by the Action Plan for Official Languages. The Bureau has begun to reorganize its buying practices to encourage a restructuring of the Canadian industry to promote the emergence of translation and interpretation firms that are larger, more competitive and more financially robust.

The Bureau employs student outreach measures to help build and maintain its capacity to provide Parliament and the Government with essential linguistic services for the future. The Bureau hosted 153 students as part of its co-operative education programs and its partnership program with universities. That brings to 1,063 the number of

young people who have received on-the-job training at the Bureau since 1999.

The Bureau helped to advance the Action Plan for Official Languages by supporting the Language Technologies Research Centre (LTRC), which is now commencing operations. As a founding member of the LTRC, the Bureau developed the Centre's web site, which it continues to maintain. It also helped prepare the memorandum of understanding between the founding partners, chaired the LTRC's scientific committee and concluded an agreement with the Université du Québec en Outaouais and the National Research Council for the use of TERMIUM's database for research and development purposes. Finally, the Bureau laid the foundations for a project to create a Language Portal for the Government of Canada that will provide all Canadians with web-based access to a vast collection of public linguistic resources.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Best value service to Houses of Parliament, the judiciary and other government organizations ensured.	**100% of the sessions of both Houses of Parliament and their committees (946 sessions) covered:** 5,090 interpretation events covered (conferences, missions and delegations).
Financial viability of the Bureau preserved.	**Financial Surpluses:** $6.6 million at the end of the fiscal year.
Clients satisfied with services.	**Satisfaction rate of clients aimed at 85%:** • Interpretation services: 97% • Translation services: 87%
Strategic Outcome #2 Sound Stewardship	
Capacity of Parliament to function in both official languages.	**Implementation of La Relève plan for Parliamentary Services:** Begun as planned. **Accelerated development for interpreters:** Interpreter development program scheduled for fall 2005.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Capacity maintained to effectively manage the translation function.	**Sole employer status:** Approved by Treasury Board. **New integrated planning, management and reporting framework established:** Program developed and in progress. **Translation management advisory services in place:** Conceptual framework developed; service in place and available to clients on request. **Manager pre-qualification program in place:** Program developed.
Consistent quality in communications within the public service and in communications issuing from government.	**Regular update of linguistic tools:** The *Language Nook* and *Le Coin linguistique* updated a total of 393 times. **Number of hits on Translation Bureau's terminology sites:** Total transactions (updates) in TERMIUM: 70,415 (53,529 in the official languages and 16,886 in Spanish and Portuguese). 517 million hits on TERMIUM.
Canada leads in terminology in the international arena.	Participated in 19 committees and fora (12 Canadian and 7 international).
Sound and ethical management foundation maintained.	**Strengthened contract monitoring program:** New contract monitoring program implemented; organizational restructuring carried out to ensure a greater separation of roles. **Implement ethics program:** Program implemented in its entirety.
Strengthened Canada's translation industry.	**Volume of contracts worth $200,000 or more:** Contracts worth $200,000 or more represented 19.8% as compared with a target of 20%. **Shared training and development programs in partnership with universities, the industry and professional associations:** Conceptual framework developed for shared training and development programs in partnership with universities, the industry and professional associations.

GOVERNMENT INFORMATION SERVICES

Business Line Overview

PWGSC's Government Information Services Branch (GISB) programs and services aim to enhance communications to Canadians and to ensure the delivery of quality common services for client departments. GISB, established on April 1, 2004, encompasses most of the programs and services from the former Communication Canada.

PWGSC contributes to *Results for Canadians* by offering citizen-centred single-window access to the Government of Canada with communications services such as:

- The 1 800 O-Canada toll-free line;
- The www.Canada.gc.ca website;
- The Canada Gazette;
- Publishing and Depository Services;
- The Government publications web site;
- Crown Copyright and Licensing;
- Government Marketing and Advertising; and
- The Government of Canada Exhibitions Program.

GISB provides communications and support services to federal departments and agencies, by:

- Coordinating advertising and public opinion research; providing electronic media sources and communications projects management;
- Providing access to government information at Publiservice.gc.ca --an intranet network to assist

Key Facts

- Last year, the Canada site received more than 52 million page requests and over 270,000 e-mail enquiries.
- Every day, between 3,000 and 5,000 pages are downloaded from the electronic version of the *Canada Gazette*, available in HTML format for persons with disabilities.
- Readers in 160 nations consult the *Canada Gazette*.
- GISB provides Canadians access to a range of web sites and online information:
  - 3.7 million web pages on legislation at canadagazette.gc.ca;
  - 2.5 million government e-documents at publications.gc.ca.
  - 34 million pages of career and other information for public servants at publiservice.gc.ca.
- GISB develops advertising and public opinion research management tools for client departments.

public servants to better serve the Government of Canada and citizens; and to Commnet, designed to meet the information, training needs and professional interests of Government of Canada communicators; and

- Providing leadership through activities to strengthen the knowledge base within the communications community such as training seminars, information sessions and advisory services.

Satisfying the government information needs of Canadians…

- Our bilingual information centre, 1-800 O-Canada, has been rated as 'world-class' for 3 consecutive years. Officers answered over 1 million calls in 2004-05; the average call was over 4 minutes long.
- Our information officers can refer to a comprehensive database of information on over 4,000 programs and services to answer your questions directly.
- 1 800 O-Canada is accessible toll free Monday to Friday, 8:00 a.m. to 8:00 p.m. (local time) from anywhere in Canada. The service is also accessible in over 60 countries around the world via country-specific toll free numbers.

GOVERNMENT INFORMATION SERVICES

Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	*Total Authorities*	**Actual**
● Operating and Statutory Votes			
Gross Expenditures	93.8	*71.2*	**58.3**
Less: Respendable Revenue	21.4	*9.3*	**9.3**
BUSINESS LINE TOTAL	72.4	*61.9*	**49.0**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	401	*401*	**265**

The variance between the total authorities and the total actual spending is due in part to the application of a frozen allotment, to the impact of the government-imposed Wage Cap and delayed staffing and the impact on the business caused by the transition of the branch into PWGSC.

Performance Overview

GISB's key goals for 2004-05 were the consolidation and integration of communications related programs and services into PWGSC, and the development of long-term funding plans and new policies, processes and tools to enhance stewardship.

GISB reviewed the integration of communications related programs into PWGSC. The review, conducted by Consulting and Audit Canada, identified key priorities, their targets and performance indicators for the new Program Activity Architecture for the 2005-06 Report on Plans and Priorities.

A permanent budget increase was obtained to stabilize funding for the Canada Gazette Directorate, thereby reducing risks to the program's long-term integrity. Funding was used to re-design the *Canada Gazette* web site and document procedures for business resumption and HR succession planning.

Advertising Renewal

On December 13, 2003, the Government announced it would terminate the Sponsorship Program and disband Communication Canada by the end of 2003-04. A moratorium on advertising was put into effect while PWGSC focused on managing

organizational changes and took steps to respond to recommendations of the Auditor General respecting increased transparency and enhanced management of advertising practices and public opinion research.

The following measures were implemented:

- A new competitive procurement process for advertising agency selection;
- Post-contract award quality assurance reviews on all advertising contracts;
- Posting of all contracts for advertising, public opinion research and media placement on the Contracts Canada web site;
- A contract award to a new Agency of Record to act as media placement agency on behalf of the Government of Canada; that is subject to audit and performance review,
- Establishment of labour-based hourly remuneration standards;
- An electronic advertising management information system (AdMIS) designed for tracking and managing government-wide advertising projects;
- An advertising documentation standard for project files along with an advertising e-Handbook to assist departments with government advertising process; and
- 14 ethics officers to deliver mandatory ethics training for all new employees and managers; and

- Information sessions by PWGSC across the country on advertising processes and procedures.

Information concerning reports on Public Opinion Research or Advertising may be found on PWGSC's web site.

Communicating with Official Language Minority and Ethno-cultural Communities

The new contract with the Agency of Record, which makes all media buys on behalf of the Government, includes a clause stipulating that media buys must comply with the Official Languages Act. Contract terms require compliance with the *Official Languages Act* for all advertising agencies working with departments. A tracking system was introduced in June 2004 that enables the government to monitor and report on the purchase of media buys in the official language minority media across Canada.

Additional measures were taken to improve Government of Canada communications with official language minority and ethno-cultural communities:

- The Agency of Record is now required to update the Government's lists of official language minority and ethno-cultural media to better support departments in their media planning.
- Government-wide information sessions were held on how departments can effectively use official language minority and ethno-cultural media.
- A national information and dialogue session on government advertising for ethno-cultural media was held in Toronto in February 2005.
- Government media plans were reviewed to verify compliance with the *Official Languages Act* and other government policies; and
- Proactive efforts were made to better understand information needs of official language minority and ethno-cultural communities through regular meetings with representative associations.

Building Capacity and Sharing Expertise

In addition to sharing expertise and best practices in such business areas as services marketing, advertising, public opinion research and exhibitions, GISB offered advertising information sessions to more than 500 public servants, and provided the Advertising Orientation Guide and e-learning tools to communications officers across government.

The Research Information Management System (RIMS) was implemented and the Advertising Management Information System (AdMIS) became fully operational on April 1, 2005. These are e-project management tools and databases, designed to assist communications managers in following sound project management and file documentation practices.

To further develop competencies of government communications specialists, GISB published *An Orientation Guide: Public Opinion Research in the Government of Canada*, the *2003-2004 Public Opinion Research Annual Report* and the *Research Corner Newsletter* (introduced in July 2004, to highlight new practices, government-industry initiatives, and recent projects).
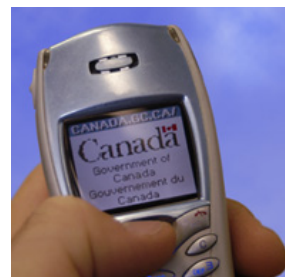
Access to Government in the Palm of your Hand

Delivering Quality Services

PWGSC strives to consistently deliver efficient and quality, client-oriented services. During 2004-05, key programs and services were reviewed for efficiency and transparency. Our surveys found that Canadians value having free access to the world's top rated e-Government services (Canada was ranked #1 in e-government in the last 4 consecutive annual surveys conducted by Accenture), and world-class telephone enquiry services (as rated by Service Quality Measurement Group (SQM)). More than 80% of respondents were satisfied with Government of Canada telephone services. Over the last year, the volume of material downloaded from Government of Canada web sites has increased by as much as 2000%.

GISB worked on improving performance measures related to quality of services. A new Client Satisfaction Survey was designed and implemented in Public Opinion Research, which will help establish baseline data for on-going performance measurement.

Serving Canadians

In 2004-05, the Canada Pavilion reached 600,000 Canadians in events held across Canada. The Exhibitions Program provides Canadians value-added access to a variety of material promoting government of Canada programs, services and access channels. 91% of Canada Pavilion visitors surveyed stated the Pavilion visit helped them better understand the services available; 86% support the idea; 90% think exhibitions are a good way of reaching them.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #1 Quality Services	
Efficient use of access channels/e-Services.	**Canada Web site annual client-satisfaction survey level:** Benchmark set for the *Canada.gc.ca* web site survey to be done in 2005-06. The Canada Site received over 270,000 e-mail messages, an increase of 94% over 2003-2004; the site received over 52,000,000 page requests.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
	Enhancements made to the *Publiservice* site, such as the Statement of Qualifications Builder Tool, and the Rating Guide Builder Tool. Canada is the only country in the world to give official status to the PDF version of its official journal, the *Canada Gazette*. Over 3,000 new e-documents (9% increase since 2003-04) and 14,000 new publication titles added to the E-bookstore database. The *Publications.gc.ca* web site has seen an increase of over 57% in visits by the general public and the Depository Services web site has experienced an 18% growth. Grouping government departments' participation through the Canada Pavilion reduced cost per visitor by 10% in the Exhibitions Program. Acquisition of a government-wide right of access to electronic media sources generated a saving of $14,000,000.
Canadians satisfied with access channels and the information they receive from the GoC.	**1 800 O-Canada and Canada Web site annual client-satisfaction survey and ongoing evaluations:** 1 800 O-Canada's preliminary client survey showed that 83% of callers were very satisfied with the service.
Communication programs reviewed and programs integrated within PWGSC.	**Review of programs in consultation with clients and stakeholders. Integration strategy for all areas of communication activities:** Cabinet Committee's directed review of GISB communication related programs implemented. Major reforms to advertising practices implemented to address findings of audits and reviews. A project management charter was established to manage the transition into PWGSC; transition was substantially completed.
Institutions of the Government of Canada more visible and accessible to the public.	**Campaign testing:** Evaluation of the E-services pilot campaign found that 67% of respondents who recall ads about e-Services are more likely to use the Internet for government services. Traffic for the "Canada Benefits" home page increased by 34% and traffic increased by 93% for the seniors' client group.
Enhanced perception by Canadians about Government of Canada coherence and value for money for exhibitions and advertising campaigns.	**Establish performance targets in accordance with the AG's recommendations and implementation action plan:** As of July 1st, 2005, 5,574 copies of *Guide to Services for Seniors* and 6,280 copies of *Guide to Services for Children* have been distributed by 1 800 O-Canada. GISB conducted consultations with representatives of the *Official Language minority and ethno-cultural media*.
Coordinated government-wide communications.	**In accordance with new advertising and public opinion**

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
	research management framework, Government of Canada Communications Policy and Procedures and Auditor General report recommendation were implemented including: Introduction of electronic project management databases for use by all departments and agencies in conducting POR / Advertising. Creation of an advertising community of practice to provide opportunities for public servants to develop their advertising skills and knowledge. Development of documentation guidelines for departments and agencies to assist in managing their advertising and research initiatives. Publication of guides for departments, i.e. the e-Handbook on Advertising and the Orientation Guide to Public Opinion Research. Organization of information sessions for government communicators on the requirements of the *Official Languages Act* in government advertising, on the usage of ethno-cultural media in government advertising. On-going community of practice meetings to discuss POR related topics.
Strategic Outcome #2 Sound Stewardship	
Sound stewardship and increased transparency and accountability in advertising and public opinion research related matters and all other programs	**Develop Results-based Management and Accountability Framework (RMAF), knowledge platforms and performance targets for all programs by April 2005**: Draft RMAFs were developed in 2004-05 for the Public Opinion Research and Advertising. The other programs and services will develop their RMAFs once the Service Canada transfers are complete in 2005-06. The Canada Gazette Directorate completed a full review of their Threat & Risk Assessment in 2004-05. GISB conducted a file review of the Agency of Record transactions.

OPERATIONAL SUPPORT

Business Line Overview

The Operational Support (OS) business line promotes efficient and cost-effective program delivery throughout PWGSC by providing key support services that include internal audit, evaluation and ethics, information technology, policy and planning, communications, security, finance and administration, human resources, as well as other related services.

OS provides leadership in PWGSC's on-going efforts to help shape the Department's strategic initiatives such as *The Way Forward*, ensure ethical behaviour, integrity and transparency in its business dealings, as well as providing essential support services to the Department's other business lines.

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

We set strategic priorities and develop tools for sound, integrated management practices. We are committed to making a significant contribution toward ensuring that the principles of sustainable development are reflected in all aspects of our internal operations. Our efforts focus on a number of critical responsibilities. Most important among these tools is the Department's internal control framework.

We manage PWGSC's internal audit, evaluation and ethics functions to provide management information and independent advice on business performance and management control systems. We are the lead for the highly regarded departmental ethics program and are committed to its on-going development and improvement. We also provide a means of investigating and reporting allegations of wrongdoing.

Key Facts

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

We are the Department's financial managers. We provide a comprehensive range of financial services to branches and Special Operating Agencies across the Department.

We are the Department's communicators. We strive to make Canadians aware of the positive difference that PWGSC makes in their lives. We also have on-going communication with Parliamentarians and the media so that the information needs of Canadians are met.

We ensure that we hire the right people when and where they are needed, provide learning and development opportunities for all employees and are committed to a work place where employees are valued and respected.

We ensure that the workplace is safe and secure and that we are prepared to respond quickly to any emergency.

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

OPERATIONAL SUPPORT
Net Expenditures 2004-2005

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE			
• **Operating and Statutory Votes**			
Gross Expenditures	197.8	*242.8*	**244.0**
Less: Respendable Revenue	64.4	*104.5*	**104.5**
Net Expenditures	133.4	*138.3*	**139.5**
CORPORATE MANAGEMENT SERVICE LINE			
• **Operating and Statutory Votes**			
Gross Expenditures	138.8	*190.8*	**177.3**
Less: Respendable Revenue	34.6	*76.4*	**76.4**
Net Expenditures	104.2	*114.4*	**100.9**
BUSINESS LINE TOTAL	237.6	*252.7*	**240.4**
Totals may not add up due to rounding.			
FULL-TIME EQUIVALENTS	2,689	*2,689*	**2,565**

The variance in the IM/IT service line between the total authorities and the actual spending is due to $2.1million of corporate salary costs such as vacation credits payable upon termination of employment with the Public Service, severance pay and parental benifits. Aside from this, the variance is mostly due to contracts negociated at lower costs.

The variance between total authorities and actual spending in Corporate Management is mainly due to delays in staffing, postponed projects and activities as well as a directed lapse of Justice Canada legal expenses. This variance is also attributable to lower than estimated legal service fees related to the Commission of Inquiry into Sponsorship and Advertising (Gomery Commission).

Performance Overview

In 2004-05, the Operational Support business line made significant progress in the area of finance through our new financial management framework, in human resources with the implementation of the *Public Service Modernization Act*, in IM/IT as a result of the approval of our Strategic IM/IT Governance Framework and in our already well recognized ethics program with the implementation of the Ten Point Integrity Plan and the appointment of ethics officers in every Branch/SOA and regional office of PWGSC.

Nearly two years have passed since we began transforming PWGSC. The first phase of this transformation, a departmental realignment, saw an

accountability structure that has been clarified and strengthened.

Given the importance of delivering both our on-going operations and *The Way Forward* initiatives, the Department took steps, such as the segregation of

PWGSC's Values and Ethics Programs Praised by AG

"PWGSC and National Defence are responsible for major government procurements. We found in October 2000 that they had the most comprehensive values and ethics programs, and they still do."

Auditor General's Report – November, 2003

transformation and operational duties at the most senior level of the organization, to ensure focused attention to both objectives. Our internal control framework received special attention, for the third year in a row, with the specific aim to build public trust and confidence in departmental operations. Specifically, the last year has seen substantial improvements in several areas:

- Strategic Planning - We have put in place a strong framework for business planning, creating linkages between business plans, strategic objectives and priorities, HR management, IM/IT, finance and risk management.
- Integrated Risk Management Framework - Risk profiles have been developed at the Departmental and Branch/SOA levels with corresponding mitigation strategies updated on a quarterly basis.
- Heightened Employee Awareness - All employees have been made aware of the importance of contracting rules and regulations and financial probity.
- A Strong Ethics Program - There is an Ethics Directorate, regular ethics awareness sessions and a Ten Point Integrity Plan in place.
- Internal Audits are risk-based, involving risk assessments and mitigation strategies.
- Procurement Activities - Since the Department acts as its own client on procurement activities, control activities have been put into place to assure a strict separation of duties between program management and contracting activity.
- For expenditures of $25,000 or more - Program managers cannot exercise expenditure initiation and contracting authorities on the same transaction.
- A new Financial Management Framework - adopted to enhance financial management transparency and accountability. In addition, we conducted an A-Base review of our financial structure that will help the Department better analyze its cost structure and provide for improved decision-making for resource allocation.

In addition, we have made noteworthy progress in the area of Quality Assurance to ensure that PWGSC has a rigorous management approach consistent with both the Management Accountability Framework and the Integrated Risk Management Framework.

In terms of IM/IT, we have introduced measures to assist business lines in examining and eliminating low value computer applications. We also enhanced our asset management practices to save money in the procurement and operation of desktop computers and we developed department-wide IM/IT strategies to better prioritize and manage our investments.

On the HR front, the Department met all of the readiness criteria for the coming into force of the new *Labour Relations Act* and amended *Financial Administration Act*. As we continue the transformation associated with *The Way Forward*, we've conducted an analysis of our workforce, which did not reveal an acceleration of departures in critical skills areas, but did identify a need for new skills to support this key initiative. We will pursue this aggressively through initiatives such as the Policy Leaders Program and targeted external recruitment.

The Department has, and will continue to, focus on recruitment and learning activities and will take full advantage of the opportunities presented by the *Public Service Modernization Act*. Building on past successes, a new Employment Equity plan for 2005-08 was put into effect. We also provided leadership in increasing the Department's linguistic capacity by, for example, delivering special language training for feeder group employees.

We have also fundamentally transformed our department's communications. We developed and implemented a proactive Outreach Program for the media and Parliamentarians. We have launched a web site for Parliamentarians and a series of presentations in collaboration with the Library of Parliament. To ensure effective communication of *The Way Forward* initiative and our role in Budget 2005, we've developed and implemented corporate

and business line communications strategies. We also developed new web sites and other e-materials, conducted Town Hall meetings in support of employee engagement in *The Way Forward* and

focused on the transformation of the Department with a proactive media relations program.

Performance by Strategic Outcomes

In the table below, we identify the commitments made in our 2004-05 Report on Plans and Priorities, as well our performance against those commitments.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Strategic Outcome #3 Sound Management	
Support for the transformation of PWGSC.	**Interim Intergovernmental Cooperation Strategy completed:** Major revisions of the IC Strategy will be required as a result of government-wide shifts in priorities, *The Way Forward* initiative, and Canada's new International Policy Statement.
Integrated management practices.	**Implement the Integrated Management Framework (IMF):** The IMF is progressing at a faster pace than anticipated. An Executive Dashboard provides senior management with corporate performance information from a single source. An Integrated Risk Management (IRM) Policy was approved.
Human resources management / strong labour relations maintained.	**Develop strategy for HR Modernization (Staffing, Learning, Labour Relations):** All requirements have been met for the new Public Service *Labour Relations Act* and the amended *Financial Administration Act*. Significant progress was made towards coming into force of the *Public Service Modernization Act* in 2005-06. A learning strategy for PSMA implementation is in place.
Credibility built through enhanced communication with Canadians, central agencies and Parliamentarians.	**Strategy to improve relations with Parliamentarians:** Launched an Outreach Program for Parliamentarians, including an MP web site, with more than 1,800 page requests on the site. Proactive media relations program was introduced. Offered a series of presentations in collaboration with the Library of Parliament. **Reconstruct Internet and Intranet Sites:** Began the update/improvements to the Internet and Intranet sites.
Leadership for strengthening the ethical underpinning of the department.	**Implement the Integrity Plan:** Ten Point Integrity Plan developed and progress is proceeding on all action items. **Robust ethics infrastructure in place:** Ethics Officers appointed in Regions and Branches.
Comprehensive risk based Internal Audit Plan.	**Internal Audit Plan is risk based and completed audits tracked:** Strategy for follow up audits of high risk areas includes: Internal Audit plan based on departmental risks and priorities and follow-up audits of high-risk areas. Periodic reporting of the implementation of management actions to the audit committee.

2004/05 Integrated Planning and Performance Reporting Table	
2004/05 RPP	**2004/05 DPR**
Priorities/Results	**Actual Results**
Governance Framework for PWGSC IM/IT investment.	**IM/IT Strategies and implementation plans, communications and governance framework for PWGSC IM/IT investment:** Strategic IM/IT Framework approved and initial phase of an IM/IT governance framework formally established. **PWGSC asset ownership and accountability framework:** Completed a total-cost-of-ownership study of desktop computing and developed an action plan to reduce computer costs. **A sustainable funding model for IT services:** Funding options examined for the establishment of a rationalized process for paying the desktop infrastructure costs.
Cost-effective information management and technology services to optimize performance and operational excellence for business lines.	**Provide mainframe services to PWGSC at 99.77% of availability:** Final result of 99.99% performance. **Provide IT architecture and information technology security services to PWGSC operations:** Renewed vision of PWGSC Enterprise Architecture was developed, presented and adopted in principle. Due to funding pressures, the IT standards Framework was not completed. Some instances of viruses were reported in the PWGSC environment; however, there were no major system intrusions and no network service interruptions.
Better information for reviews and decision-making.	**Complete A-base review:** Completed.
Enhanced financial management framework (improved financial policies and systems including increased clarity of financial roles and accountabilities, and better availability and use of financial information).	**Complete development of framework:** The newly adopted Financial Management Framework enhances financial management transparency and accountability. Implementation of the Framework is currently underway and will be completed by March 2006.

DETAILED PERFORMANCE REPORTS

This section provides more detailed information on the financial and operation performance of the Department. The tables and charts have been prepared in accordance with the Treasury Board guidelines. The financial information appearing in the tables below is in accordance with the Main Estimates, Supplementary Estimates and the Public Accounts:

Financial Table 1: Financial Performance Overview

The following explains the significant changes between planned spending, total authorities and actual spending in the Department for 2004-05.

	(in millions of dollars)
PLANNED SPENDING	**$2,736.8**
Capital Expenditures	(136.8)
Government On-Line	62.7
Operating Budget Carry Forward	36.7
Other Real Property Expenditures	20.4
Accommodation Expenditures	(20.3)
Reprofilings of Shared Travel Services Initiative (STSI)	(18.1)
Government-wide Reallocation Initiative	(8.0)
Collective Bargaining	7.4
Government Information Services	(10.5)
Access to TICS Revolving Funds Accumulated Surplus in Support of ITSB Transformation	5.7
RDIMS Government-wide Licence	(4.0)
Other Authorities	2.8
TOTAL AUTHORITIES	**$2,674.8**
Conversion Factor	49.3
Capital Lapse	44.0
Operating Budget Lapse	39.7
Special Purpose Allotments Budget Lapse	124.5
Other Adjustments	21.3
ACTUAL SPENDING	**$2,396.0**

In 2004-05 the Department managed, within its approved spending authorities, to deliver quality services and pursue efficiencies in all its operations.

The variance between total authorities and actual spending in the Votes is due to delays in staffing, project slippage, lower than anticipated project costs as well as funding received late in the year. This variance is also explained by a directed lapse to advance the Expenditure Review Committee's projected savings and a forced lapse to cover for Employee Benefit Plans and Health Care costs in the Federal Accommodation and Holdings Special Purpose Allotment.

Five of the six revolving funds broke even or made profits in 2004-05, with the exception of the Real Property Disposition Revolving Fund which fell short of achieving its target profit. All Funds with personnel costs had higher surpluses than forecasted in part because of the year-end confirmation by TBS that the effective annual EBP rates were lower than planned.

Financial Table 2: Historical Comparison of Total Planned Spending to Actual Spending

This table provides an historical perspective on how resources are used by the Department.

(in millions of dollars)

PROGRAM			2004-2005			
Business Line	Actual	Actual	Main	Planned	*Total*	
Service Line	2002-03	2003-04	Estimates	Spending	*Authorities*	**Actual**
GOVERNMENT SERVICES						
Real Property Services						
Federal Accommodation and Holdings						
Services	1,755.3	1,624.2	1,817.4	2,004.0	*1,867.3*	**1,642.4**
Real Property Services Revolving Fund	-	-	-	-	-	**-**
Real Property Disposition Revolving Fund	(12.3)	(14.9)	(11.9)	(11.9)	*(11.9)*	**(7.4)**
	1,743.0	1,609.3	1,805.5	1,992.1	*1,855.4*	**1,635.0**
Supply Operations Service						
Vote	133.2	149.7	161.0	164.0	*158.8*	**157.1**
Optional Services Revolving Fund	1.1	(5.0)	-	-	-	**(4.7)**
	134.3	144.7	161.0	164.0	158.8	**152.4**
Receiver General	99.5	95.1	105.1	105.1	*111.0*	**111.3**
Public Service Compensation	33.4	31.2	25.6	29.2	*29.1*	**28.8**
Telecommunications and Informatics Common Services (TICS)						
Vote	104.9	161.9	28.2	88.5	*148.7*	**142.0**
TICS Revolving Fund	(1.0)	(5.1)	-	-	*5.7*	**(3.9)**
	103.9	156.8	28.2	88.5	*154.4*	**138.1**
Consulting and Audit Canada (CAC)						
CAC Revolving Fund	(0.3)	(3.8)	(1.1)	(1.1)	*(1.1)*	**(3.4)**
Translation Bureau						
Vote	49.6	50.8	49.0	49.0	*52.6*	**51.0**
Translation Bureau Revolving Fund	(2.0)	30.6	-	-	-	**(6.6)**
	47.6	81.4	49.0	49.0	*52.6*	**44.4**
Government Information Services [Note 1]	-	-	-	72.4	*61.9*	**49.0**
Operational Support						
IM/IT - Departmental Operations	162.4	141.9	133.4	133.4	*138.3*	**139.5**
Corporate Management	99.1	90.0	104.2	104.2	*114.4*	**100.9**
	261.5	231.9	237.6	237.6	*252.7*	**240.4**
TOTAL	2,422.9	2,346.6	2,410.9	2,736.8	*2,674.8*	**2,396.0**
Less: Non-Respendable revenue	35.7	51.1	23.1	23.1	62.8	**62.8**
Plus: Costs of services received without charge	47.8	51.0	39.0	39.0	*39.0*	**55.6**
NET COST OF DEPARTMENT	2,435.0	2,346.5	2,426.8	2,752.7	*2,651.0*	**2,388.8**
FULL-TIME EQUIVALENTS	13,709	13,963	13,153	13,153	*13,264*	**12,510**

Totals may not add up due to rounding.

Note 1: The 2002-03 and 2003-04 actuals do not include the activities of Government Information Services. These activities were reported under the former Communication Canada and were transferred to PWGSC effective April 1, 2004 only.

Financial Table 3: Comparison of Total Planned to Actual Spending

This table explains the way resources are used by the Department.

(in millions of dollars)

PROGRAM **Business Line** *Service Line*	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
GOVERNMENT SERVICES						
Real Property Services						
Federal Accommodation and Holdings						
• Main Estimates	1,782.1	304.8	5.8	2,092.7	275.3	1,817.4
• Planned Spending	1,800.7	472.8	5.8	2,279.3	275.3	2,004.0
• Authorities	1,987.1	336.0	0.6	2,323.7	456.4	1,867.3
• Actual Spending	1,805.4	292.0	1.4	2,098.8	456.4	1,642.4
Services						
- Real Property Services Revolving Fund						
• Main Estimates	837.2	-	-	837.2	837.2	-
• Planned Spending	837.2	-	-	837.2	837.2	-
• Authorities	837.2	-	-	837.2	837.2	-
• Actual Spending	786.5	-	-	786.5	786.5	-
- Real Property Disposition Revolving Fund						
• Main Estimates	3.2	-	-	3.2	15.1	(11.9)
• Planned Spending	3.2	-	-	3.2	15.1	(11.9)
• Authorities	3.2	-	-	3.2	15.1	(11.9)
• Actual Spending	1.9	-	-	1.9	9.3	(7.4)
Total Real Property Services						
• Main Estimates	**2,622.5**	**304.8**	**5.8**	**2,933.1**	**1,127.6**	**1,805.5**
• Planned Spending	**2,641.1**	**472.8**	**5.8**	**3,119.7**	**1,127.6**	**1,992.1**
• Authorities	**2,827.5**	**336.0**	**0.6**	**3,164.1**	**1,308.7**	**1,855.4**
• Actual Spending	**2,593.8**	**292.0**	**1.4**	**2,887.2**	**1,252.2**	**1,635.0**
Supply Operations Service						
- Vote						
• Main Estimates	191.0	-	-	191.0	30.0	161.0
• Planned Spending	194.0	-	-	194.0	30.0	164.0
• Authorities	203.4	-	-	203.4	44.6	158.8
• Actual Spending	201.7	-	-	201.7	44.6	157.1
- Optional Services Revolving Fund						
• Main Estimates	110.5	-	-	110.5	110.5	-
• Planned Spending	110.5	-	-	110.5	110.5	-
• Authorities	110.5	-	-	110.5	110.5	-
• Actual Spending	78.0	-	-	78.0	82.7	(4.7)
Total Supply Operations Service						
• Main Estimates	**301.5**	**-**	**-**	**301.5**	**140.5**	**161.0**
• Planned Spending	**304.5**	**-**	**-**	**304.5**	**140.5**	**164.0**
• Authorities	**313.9**	**-**	**-**	**313.9**	**155.1**	**158.8**
• Actual Spending	**279.7**	**-**	**-**	**279.7**	**127.3**	**152.4**

Financial Table 3: Comparison of Total Planned to Actual Spending (cont'd)

(in millions of dollars)

PROGRAM **Business Line** *Service Line*	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
GOVERNMENT SERVICES						
Receiver General						
• Main Estimates	123.1	-	-	123.1	18.0	105.1
• Planned Spending	123.1	-	-	123.1	18.0	105.1
• Authorities	127.3	-	-	127.3	16.3	111.0
• Actual Spending	127.6	-	-	127.6	16.3	111.3
Public Service Compensation						
• Main Estimates	56.4	-	-	56.4	30.8	25.6
• Planned Spending	60.0	-	-	60.0	30.8	29.2
• Authorities	76.8	-	-	76.8	47.7	29.1
• Actual Spending	76.5	-	-	76.5	47.7	28.8
Telecommunications and Informatics						
Common Services (TICS)						
- Vote						
• Main Estimates	58.7	-	-	58.7	30.5	28.2
• Planned Spending	119.0	-	-	119.0	30.5	88.5
• Authorities	219.3	-	-	219.3	70.6	148.7
• Actual Spending	212.6	-	-	212.6	70.6	142.0
- TICS Revolving Fund						
• Main Estimates	131.0	-	-	131.0	131.0	-
• Planned Spending	131.0	-	-	131.0	131.0	-
• Authorities	136.7	-	-	136.7	131.0	5.7
• Actual Spending	125.8	-	-	125.8	129.7	(3.9)
Total TICS						
• **Main Estimates**	189.7	-	-	189.7	161.5	28.2
• **Planned Spending**	250.0	-	-	250.0	161.5	88.5
• **Authorities**	356.0	-	-	356.0	201.6	154.4
• **Actual Spending**	338.4	-	-	338.4	200.3	138.1
Consulting and Audit Canada						
• **Main Estimates**	98.9	-	-	98.9	100.0	(1.1)
• **Planned Spending**	98.9	-	-	98.9	100.0	(1.1)
• **Authorities**	98.9	-	-	98.9	100.0	(1.1)
• **Actual Spending**	121.2	-	-	121.2	124.6	(3.4)

Financial Table 3: Comparison of Total Planned to Actual Spending (cont'd)

(in millions of dollars)

PROGRAM **Business Line** *Service Line*	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
GOVERNMENT SERVICES						
Translation Bureau						
- Vote						
• Main Estimates	49.0	-	-	49.0	-	49.0
• Planned Spending	49.0	-	-	49.0	-	49.0
• Authorities	52.6	-	-	52.6	-	52.6
• Actual Spending	51.0	-	-	51.0	-	51.0
- Translation Bureau Revolving Fund						
• Main Estimates	228.0	-	-	228.0	228.0	-
• Planned Spending	228.0	-	-	228.0	228.0	-
• Authorities	228.0	-	-	228.0	228.0	-
• Actual Spending	193.1	-	-	193.1	199.7	(6.6)
Total Translation Bureau						
• **Main Estimates**	**277.0**	**-**	**-**	**277.0**	**228.0**	**49.0**
• **Planned Spending**	**277.0**	**-**	**-**	**277.0**	**228.0**	**49.0**
• **Authorities**	**280.6**	**-**	**-**	**280.6**	**228.0**	**52.6**
• **Actual Spending**	**244.1**	**-**	**-**	**244.1**	**199.7**	**44.4**
Government Information Services						
• Main Estimates	-	-	-	-	-	-
• Planned Spending	91.3	-	2.5	93.8	21.4	72.4
• Authorities	71.2	-	-	71.2	9.3	61.9
• Actual Spending	58.3	-	-	58.3	9.3	49.0
Operational Support						
IM/IT - Departmental Operations						
• Main Estimates	197.8	-	-	197.8	64.4	133.4
• Planned Spending	197.8	-	-	197.8	64.4	133.4
• Authorities	242.8	-	-	242.8	104.5	138.3
• Actual Spending	244.0	-	-	244.0	104.5	139.5
Corporate Management						
• Main Estimates	138.8	-	-	138.8	34.6	104.2
• Planned Spending	138.8	-	-	138.8	34.6	104.2
• Authorities	190.8	-	-	190.8	76.4	114.4
• Actual Spending	177.3	-	-	177.3	76.4	100.9
Total Operational Support						
• **Main Estimates**	**336.6**	**-**	**-**	**336.6**	**99.0**	**237.6**
• **Planned Spending**	**336.6**	**-**	**-**	**336.6**	**99.0**	**237.6**
• **Authorities**	**433.6**	**-**	**-**	**433.6**	**180.9**	**252.7**
• **Actual Spending**	**421.3**	**-**	**-**	**421.3**	**180.9**	**240.4**

Financial Table 3: Comparison of Total Planned to Actual Spending (cont'd)

(in millions of dollars)

PROGRAM **Business Line** *Service Line*	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
GOVERNMENT SERVICES						
TOTAL DEPARTMENT						
• Main Estimates	4,005.7	304.8	5.8	4,316.3	1,905.4	2,410.9
• Planned Spending	4,182.5	472.8	8.3	4,663.6	1,926.8	2,736.8
• Authorities	4,585.8	336.0	0.6	4,922.4	2,247.6	2,674.8
• Actual Spending	4,260.9	292.0	1.4	4,554.3	2,158.3	2,396.0
Elimination of intra-departmental transactions from the Actual Spending	(296.4)			(296.4)	(296.4)	-
	3,964.5	292.0	1.4	4,257.9	1,861.9	2,396.0
Other Revenues and Expenditures						
Non-Respendable Revenues						
• Planned Spending						23.1
• Authorities						62.8
• Actual Spending						62.8
Cost of Services Provided by Other Departments						
• Planned Spending						39.0
• Authorities						39.0
• Actual Spending						55.6
NET COST OF THE PROGRAM						
• Planned Spending						2,752.7
• Authorities						2,651.0
• Actual Spending						2,388.8

Totals may not add up due to rounding.

Financial Table 4: Summary of Voted Appropriations

Table 4 details the way Parliament votes resources to the Department including voted appropriations and statutory authorities.

(in millions of dollars)

Vote	Program	2004-2005 Total Main Estimates	Total Planned Spending *(Note1)*	Total Authorities *(Note2)*	Actual
	Government Services				
1	Operating expenditures	2,033.7	2,187.3	2,231.8	**2,018.1**
5	Capital expenditures	304.8	473.0	336.0	**292.0**
10	Grants and Contributions	5.8	8.2	2.7	**0.6**
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	0.1	0.1	**0.1**
(S)	Contribution to employee benefit plans	79.6	81.2	109.4	**109.4**
(S)	Real Property Services Revolving Fund	-	-	-	**-**
(S)	Real Property Disposition Revolving Fund	(11.9)	(11.9)	(11.9)	**(7.4)**
(S)	Optional Services Revolving Fund	-	-	-	**(4.7)**
(S)	Telecommunications and Informatics Common Services Revolving Fund	-	-	5.7	**(3.9)**
(S)	Consulting and Audit Canada Revolving Fund	(1.1)	(1.1)	(1.1)	**(3.4)**
(S)	Translation Bureau Revolving Fund	-	-	-	**(6.6)**
(S)	Payments to municipalities and other taxing authorities	-	-	0.8	**0.8**
(S)	Refunds of amounts credited to revenue in previous years	-	-	0.8	**0.8**
(S)	Spending of proceeds from the disposal of surplus Crown assets	-	-	0.5	**0.2**
DEPARTMENT TOTAL		2,411.0	2,736.8	2,674.8	**2,396.0**

Totals may not add up due to rounding.
(S) = Statutory

Note 1: Planned Spending is the amount included in the Department's 2004-05 Reports on Plans and Priorities and indicates amounts planned at the beginning of the year.

Note 2: Total Authorities include the 2004-05 Main Estimates plus Supplementary Estimates, transfers in from Vote 15 - Collective Agreements, and other authorities.

Financial Table 5: Net Cost of Program

Table 5 is designed to show the net cost of the Department.

Net Cost of Program	
	(in millions of dollars)
	Government Services
Total Actual Spending	2,396.0
Plus: Cost of Services Received without Charge:	
Contributions covering employer share of employees insurance premiums and expenditures paid by TBS *(excluding revolving funds)* *(Note 1)*	49.5
Worker's compensation coverage provided by Social Development Canada	2.6
Salary and associated expenditures of legal services provided by the Department of Justice Canada	3.5
	2,451.6
Less: Non-Respendable Revenue	62.8
2004-2005 NET COST OF PROGRAM	2,388.8

Totals may not add up due to rounding.

Note 1: Includes employees insurance premiums and expenditures paid by TBS for the salary portion spent in the Real Property Special Purpose Allotment which is part of Vote 1.

Financial Table 6: Contingent Liabilities

Table 6 is a summary of the contingent liabilities of the Department.

	(in millions of dollars)		
	As of March 31		
	2003	**2004**	**2005**
Total Claims Outstanding (Litigations)	363.9	198.3	**120.2**

Note 1: These contingent amounts arise from approximately 140 cases of pending litigation related to contract disputes, damages to property or personal injuries.

Note 2: While these cases are in various stages of litigation, it is not the policy of the Department to comment on their expected outcomes. They must, however, be recognized as potential liabilities against the Crown and are therefore presented for information purposes only.

Financial Table 7: Loans, Investments and Advances

This table explains the uses of loans, investments and advances.

	(in millions of dollars)		
	As of March 31		
PROGRAM	**2003**	**2004**	**2005**
GOVERNMENT SERVICES			
Seized Property Working Capital Account	7.6	(4.0)	**(2.8)**
OTHER			
Miscellaneous accountable imprest and standing advances *(Note 1)*	20.5	20.2	**16.1**
Total Loans, Investments and Advances *(Note 2)*	28.1	16.2	**13.3**

Totals may not add up due to rounding.

Note 1: The miscellaneous accountable imprest and standing advances represent amounts recoverable from all federal departments and agencies by the Receiver General. The total amount authorized to be outstanding at any time is $22 million.

Note 2: Further details on the above loans, investments and advances can be found in Volume 1 of the Public Accounts.

Financial Table 8: Respendable and Non-Respendable Revenues

This table identifies revenues received by the Department from sources both internal and external to the government.

(in millions of dollars)

PROGRAM **Business Line** *Service Line*	Actual 2002-03	Actual 2003-04	Planned Revenues	*Total* *Authorities*	**Actual**
GOVERNMENT SERVICES					
<u>Respendable Revenues</u>					
Real Property Services					
Federal Accommodation and Holdings					
Rentals and Concessions	432.4	488.9	275.3	*456.4*	**456.4**
Services					
Real Property Services Revolving Fund					
Recoveries of disbursements on behalf of clients	671.9	589.7	669.2	*669.2*	**619.5**
Fee revenues from real property related common services	154.7	154.1	168.0	*168.0*	**167.0**
	826.6	743.8	837.2	*837.2*	**786.5**
Real Property Disposition Revolving Fund					
Sales of real properties	17.9	18.4	15.1	*15.1*	**9.3**
	844.5	762.2	852.3	*852.3*	**795.8**
	1,276.9	1,251.1	1,127.6	*1,308.7*	**1,252.2**
Supply Operations Service					
Vote					
Major Crown Projects	17.1	8.8	9.7	*8.3*	**8.3**
Acquisitions	19.7	17.8	11.0	*25.6*	**25.6**
Canadian General Standards Board	2.2	2.1	2.5	*2.3*	**2.3**
Crown Assets Distribution [Note 1]	-	-	-	*2.4*	**2.4**
Seized Property Management	5.2	5.1	6.8	*6.0*	**6.0**
Others	-	0.1	-	-	**-**
	44.2	33.9	30.0	*44.6*	**44.6**
Optional Services Revolving Fund					
Traffic and Vaccine	82.8	75.2	94.8	*94.8*	**72.6**
Crown Assets Distribution [Note 1]	4.7	4.8	5.6	*5.6*	**-**
Communication Procurement	-	2.2	2.9	*2.9*	**3.6**
Locally Shared Support Services	7.2	6.9	7.2	*7.2*	**6.5**
Software Brokerage / Benchmarking	4.5	8.5	-	-	**-**
	99.2	97.6	110.5	*110.5*	**82.7**
	143.4	131.5	140.5	*155.1*	**127.3**
Receiver General					
Payments Services	19.8	21.3	18.0	*16.3*	**16.3**
Pension Fund	1.1	0.8	-	-	**-**
	20.9	22.1	18.0	*16.3*	**16.3**
Public Service Compensation					
Compensation Services	3.5	2.0	30.8	*5.1*	**5.1**
Personnel Application	-	-	-	-	**-**
Pension Fund	38.2	40.8	-	*42.6*	**42.6**
	41.7	42.8	30.8	*47.7*	**47.7**

Financial Table 8: Respendable and Non-Respendable Revenues (cont'd)

(in millions of dollars)

PROGRAM			2004-2005		
Business Line	Actual	Actual	Planned	*Total*	
Service Line	2002-03	2003-04	Revenues	*Authorities*	**Actual**
GOVERNMENT SERVICES					
Respendable Revenues					
Telecommunications and Informatics Common					
Services (TICS)					
Vote					
Telecommunication Revenue	42.5	50.5	30.5	*70.6*	**70.6**
TICS Revolving Fund					
Telecommunication Revenue	115.6	125.7	131.0	*131.0*	**129.7**
	158.1	176.2	161.5	*201.6*	**200.3**
Consulting and Audit Canada					
Consulting and Audit Services	119.5	129.2	100.0	*100.0*	**124.6**
Translation Bureau					
Revolving Fund					
Translation Services	193.8	194.5	223.8	*223.8*	**195.9**
Interpretation Services	4.0	3.1	3.6	*3.6*	**2.7**
Terminology Services	0.8	0.9	0.6	*0.6*	**1.1**
	198.6	198.5	228.0	*228.0*	**199.7**
Government Information Services					
Information Services [Note 2]	-	-	21.4	*9.3*	**9.3**
Operational Support					
IM/IT Departmental Operations					
IM/IT Services	72.2	85.0	64.4	*104.5*	**104.5**
Internal Recoveries and Others	2.4	1.6	-	*-*	**-**
	74.6	86.6	64.4	*104.5*	**104.5**
Corporate Management					
Ministerial Regional Offices	5.1	2.4	2.9	*2.5*	**2.5**
Shared Services	-	3.0	2.5	*5.9*	**5.9**
Internal Recoveries and Others	54.3	54.2	29.2	*68.0*	**68.0**
	59.4	59.6	34.6	*76.4*	**76.4**
	134.0	146.2	99.0	*180.9*	**180.9**
Total Respendable Revenues	2,093.1	2,097.6	1,926.8	*2,247.6*	**2,158.3**
Non-Respendable Revenues					
Docks	-	3.9	6.1	*3.8*	**3.8**
Miscellaneous Non-tax Revenues					
Seized Properties	-	17.5	-	*16.5*	**16.5**
Services of a regulatory nature	5.4	-	-	*-*	**-**
Sales of real estate	0.1	-	-	*-*	**-**
Other non-tax revenue	30.2	29.7	17.0	*42.5*	**42.5**
Total Non-Respendable Revenues [Note 3]	35.7	51.1	23.1	*62.8*	**62.8**
DEPARTMENT TOTAL	2,128.8	2,148.7	1,949.9	*2,310.4*	**2,221.1**

Totals may not add up due to rounding.

Note 1: Crown Assets distribution has been transferred to the appropriation as of April 01, 2004 as per Treasury Board decision number 831793.

Note 2: The 2002-03 and 2003-04 actual does not include the activities of Government Information Services. These activities were reported under the former Communication Canada and were transferred to PWGSC effective April 1, 2004.

Note 3: 2002-03 Non-Respendable Revenues figures have been restated to reflect the Public Accounts.

Financial Table 9.1: Real Property Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 Total Authorities	2004-2005 Actual
Revenues	836.3	749.9	837.2	*837.2*	**797.7**
Expenses	839.2	760.1	837.2	*837.2*	**799.7**
Surplus (Deficit) [Note 1]	(2.9)	(10.2)	-	-	**(2.0)**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 Total Authorities	2004-2005 Actual
Operating Activities					
(Surplus) Deficit	2.9	10.2	-	-	**2.0**
Less items not requiring use of funds:					
Net of provision and payments for employee termination benefits	(0.3)	3.7	-	-	**1.4**
Sub-total	3.2	6.5	-	-	**0.6**
Other items not requiring use of funds	3.4	6.0	-	-	**15.4**
Net draw down (provided by) used in operating activities	6.6	12.5	-	-	**16.0**
Recovery of net draw down authority used [Note 2]	(6.6)	(12.5)	-	-	**(16.0)**
Authority (provided) used during the year	-	-	-	-	**-**
Net authority (provided by) used at the start of year	-	-	-	-	**-**
Net authority (provided by) used at the end of year	-	-	-	-	**-**
Authority limit	150.0	150.0	150.0	*150.0*	**150.0**
Unused authority carried forward	150.0	150.0	150.0	*150.0*	**150.0**

Totals may not add up due to rounding.

Note 1: The information displayed for 2002-03 and 2003-04 has been restated to present gross revenues and expenditures.

Note 2: The Revolving Fund receives funding by way of a separate vote, to cover the net draw down authority used in support of activities serving broader government objectives. The amount received is $12.5 million in 2003-04 and $16.0 million in 2004-05.

Financial Table 9.2: Real Property Disposition Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 *Total Authorities*	2004-2005 **Actual**
Revenues	14.6	15.9	15.1	*15.1*	**9.3**
Expenses	3.3	2.6	3.2	*3.2*	**2.3**
Surplus (Deficit)	11.2	13.3	11.9	*11.9*	**7.0**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 *Total Authorities*	2004-2005 **Actual**
Operating Activities					
(Surplus) Deficit	(11.2)	(13.3)	(11.9)	*(11.9)*	**(7.0)**
Other items not requiring use of funds	(1.0)	(1.6)	-	-	**(0.4)**
Authority (provided) used during the year	(12.3)	(14.9)	(11.9)	*(11.9)*	**(7.4)**
Payment to the Consolidated Revenue Fund	11.2	13.3	11.9	*11.9*	**7.0**
Net authority (provided by) used at the start of year	0.1	(0.9)	(0.9)	*(2.5)*	**(2.5)**
Net authority (provided by) used at the end of year	(0.9)	(2.5)	(0.9)	*(2.5)*	**(2.9)**
Authority limit	5.0	5.0	5.0	*5.0*	**5.0**
Unused authority carried forward	5.9	7.5	5.9	*7.5*	**7.9**

Totals may not add up due to rounding.

Financial Table 9.3: Defence Production Revolving Fund

Parliament authorized a total drawdown of $100 million for the Defence Production Revolving Fund. There are currently no activities in this Revolving Fund.

Financial Table 9.4: Optional Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 *Total Authorities*	2004-2005 **Actual**
Revenues	100.2	98.9	110.5	*110.5*	**81.0**
Expenses	99.6	95.5	110.6	*110.6*	**77.8**
Surplus (Deficit)	0.6	3.4	(0.1)	*(0.1)*	**3.2**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 *Total Authorities*	2004-2005 **Actual**
Operating Activities					
(Surplus) Deficit	(0.6)	(3.4)	0.1	*0.1*	**(3.2)**
Less items not requiring use of funds:					
Amortization	-	0.4	0.1	*0.1*	**-**
Net of provision and payments for employee termination benefits	-	0.2	-	-	**-**
Sub-total	(0.6)	(4.0)	-	-	**(3.2)**
Other items not requiring use of funds	0.9	(1.1)	-	-	**(1.7)**
Net financial resources (provided by) used in operating activities	0.3	(5.0)	-	-	**(4.9)**
Investing Activities					
Capital Assets:					
Net acquisitions	0.8	-	-	-	**0.2**
Net financial resources (provided by) used in investing activities	0.8	-	-	-	**-**
Authority (provided) used during the year	1.1	(5.0)	-	-	**(4.7)**
Net authority (provided by) used at the start of year	3.6	4.7	-	*(0.3)*	**(0.3)**
Net authority (provided by) used at the end of year	4.7	(0.3)	-	*(0.3)*	**(5.0)**
Authority limit	35.0	35.0	35.0	*35.0*	**35.0**
Unused authority carried forward	30.3	35.3	35.0	*35.3*	**40.0**

Totals may not add up due to rounding.

Financial Table 9.5: Telecommunications and Informatics Common Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 Total Authorities	2004-2005 Actual
Revenues	115.5	127.0	131.0	*131.0*	**132.2**
Expenses	114.7	122.3	131.0	*131.0*	**125.9**
Surplus (Deficit)	0.7	4.7	-	-	**6.3**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005 Planned Spending	2004-2005 Total Authorities	2004-2005 Actual
Operating Activities					
(Surplus) Deficit	(0.7)	(4.7)	-	-	**(6.3)**
Less items not requiring use of funds:					
Amortization	0.2	0.2	0.2	*0.2*	**0.2**
Net of provision and payments for employee termination benefits	0.1	0.4	-	-	**0.3**
Sub-total	(1.0)	(5.4)	(0.2)	*(0.2)*	**(6.8)**
Other items not requiring use of funds	(0.4)	0.1	-	-	**0.1**
Net financial resources (provided by) used in operating activities	(1.4)	(5.3)	(0.2)	*(0.2)*	**(6.7)**
Investing Activities					
Capital Assets:					
Net acquisitions	0.4	0.2	0.2	*0.2*	**0.3**
Transfer of accumulated surplus to the Vote for ITSB Transformation [Note 1]	-	-	-	*5.7*	**2.5**
Net financial resources (provided by) used in investing activities	0.4	0.2	0.2	*5.9*	**2.8**
Authority (provided) used during the year	(1.0)	(5.1)	-	*5.7*	**(3.9)**
Net authority (provided by) used at the start of year	(15.8)	(16.8)	(16.8)	*(21.9)*	**(21.9)**
Net authority (provided by) used at the end of year	(16.8)	(21.9)	(16.8)	*(16.2)*	**(25.8)**
Authority limit	20.0	20.0	20.0	*20.0*	**20.0**
Unused authority carried forward	36.8	41.9	36.8	36.2	**45.8**

Totals may not add up due to rounding.

Note 1: In 2004-05, the Fund received an authorization (TB 831746) to use a portion of their accumulated surplus to contribute to the transformation activities within the Information Technology Services Branch under the regular operating vote.

Financial Table 9.6: Consulting and Audit Canada Revolving Fund

Statement of Operations

(in millions of dollars)

| | Actual 2002-2003 | Actual 2003-2004 | 2004-2005 | | |
			Planned Spending	Total Authorities	Actual
Revenues	119.1	130.0	100.0	100.0	**124.8**
Expenses	119.3	126.0	99.4	99.4	**121.9**
Surplus (Deficit)	(0.2)	4.0	0.6	0.6	**2.9**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

| | Actual 2002-2003 | Actual 2003-2004 | 2004-2005 | | |
			Planned Spending	Total Authorities	Actual
Operating Activities					
(Surplus) Deficit	0.2	(4.0)	(0.6)	(0.6)	**(2.9)**
Less items not requiring use of funds:					
Amortization	0.1	0.2	0.1	0.1	**0.3**
Net of provision and payments for employee termination benefits	0.6	0.3	0.3	0.3	**0.3**
Sub-total	(0.6)	(4.5)	(1.0)	(1.0)	**(3.5)**
Other items not requiring use of funds	(0.4)	0.4	(0.2)	(0.2)	**-**
Net financial resources (provided by) used in operating activities	(1.0)	(4.1)	(1.2)	(1.2)	**(3.5)**
Investing Activities					
Capital Assets:					
Net acquisitions	0.6	0.3	0.1	0.1	**0.1**
Net financial resources (provided by) used in investing activities	0.6	0.3	0.1	0.1	**0.1**
Authority (provided) used during the year	(0.3)	(3.8)	(1.1)	(1.1)	**(3.4)**
Reimbursement of employee termination benefits	(0.2)	(0.2)	-	(0.2)	**(0.2)**
Net authority (provided by) used at the start of year	(1.0)	(1.5)	(2.6)	(5.5)	**(5.5)**
Net authority (provided by) used at the end of year	(1.5)	(5.5)	(3.7)	(6.8)	**(9.2)**
Authority limit	20.0	20.0	20.0	20.0	**20.0**
Unused authority carried forward	21.5	25.5	23.7	26.8	**29.2**

Totals may not add up due to rounding.

Financial Table 9.7: Translation Bureau Revolving Fund

Statement of Operations

(in millions of dollars)

			2004-2005		
	Actual 2002-2003	Actual 2003-2004	Planned Spending	Total Authorities	Actual
Revenues	198.6	226.9	228.0	228.0	**199.7**
Expenses	197.9	226.5	228.8	228.8	**193.8**
Surplus (Deficit)	0.6	0.4	(0.8)	(0.8)	**5.9**

This table refers to the Fund's operating profit and loss, not the cash requirements for this fiscal year. The operating profit 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 profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statements of Authority Provided and Reconciliation of Unused Authority

(in millions of dollars)

			2004-2005		
	Actual 2002-2003	Actual 2003-2004	Planned Spending	Total Authorities	Actual
Operating Activities					
(Surplus) Deficit	(0.6)	(0.4)	0.8	0.8	**(5.9)**
Less items not requiring use of funds:					
Amortization	0.9	1.2	1.6	1.6	**2.3**
Net of provision and payments for employee termination benefits	1.5	2.2	2.0	2.0	**0.9**
Collective Bargaining TR Pay Equity	-	(28.3)	-		**-**
Sub-total	(3.0)	24.5	(2.8)	(2.8)	**(9.1)**
Other items not requiring use of funds	(0.5)	0.4	-	-	**(0.4)**
Net financial resources (provided by) used in operating activities	(3.5)	24.9	(2.8)	(2.8)	**(9.5)**
Investing Activities					
Capital assets:					
Net acquisitions	1.5	5.7	2.8	2.8	**2.9**
Net financial resources (provided by) used in investing activities	1.5	5.7	2.8	2.8	**2.9**
Authority (provided) used during the year	(2.0)	30.6	-	-	**(6.6)**
Reimbursement of employee termination benefits	(0.6)	(1.2)	-	(1.2)	**(1.2)**
Contingencies Recovery of collective bargaining agreement	-	(28.3)	-	-	**-**
Net authority (provided by) used at the start of year	(16.6)	(19.2)	(5.9)	(18.2)	**(18.2)**
Net authority (provided by) used at the end of year	(19.2)	(18.2)	(5.9)	(19.4)	**(26.0)**
Authority limit	10.0	10.0	10.0	10.0	**10.0**
Unused authority carried forward	29.2	28.2	15.9	29.4	**36.0**

Totals may not add up due to rounding.

Financial Table 10: 2004-05 USER FEE REPORTING *User Fees Act*

1. **ACCESS TO INFORMATION**

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
							2004-05			**Planning Years**	
ATI Application, Search and Photocopy Fees	Regulatory (R)	Access to Information Act		21.46	13.87	2.03M	Framework under development by TBS.	Statutory deadlines met 81.4% of the time	2005-06	21.46K	2.03M
						(Salary + O&M)			2006-07	22.51K	2.13M
							More info: http://lois.justice.gc.ca/en/a-1/8.html		2008-09	23.64K	2.24M
				Total	Total	Total			2005-06	21.46K	2.03M
				21.46K	13.87K	2.03M			2006-07	22.51K	2.13M
									2007-08	23.64K	2.24M
									Total	67.61K	6.40M

B) Date Last Modified:

C) Other Information: *Of the 26 delay complaints that were filed with the Office of the Information Commissioner, 15 were resolved to the satisfaction of the Commissioner, two were not substantiated and one was withdrawn. The investigations into the remaining eight delay complaints are ongoing.*

It is the Department's practice to waive fees where (a) the total reproduction costs that could be assessed amounts to less than $25; and (b) the legislative time limits have been exceeded by more than 6 months and the request contains a voluminous number of records. In 2004-05 and 2003-04, fees were waived in fifty-seven percent and fifty-nine percent of ATI requests received, amounting to $10,123 and $8,173 waived for each respective fiscal year.

In an effort to reduce the amount of paper copied, applicants can request that certain information be provided to them by electronic means, such as by diskette, CD or email. In 2004-05 and 2003-04, two percent of responses to ATI requests were made by electronic means while in 2003-04 six percent of responses were made electronically.

2. LICENSING AND CERTIFICATION FEES (Canadian General Standards Board)

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Fees charged @ $130/hr for: Auditing, Testing, Admin; annual fees vary with program for application and licensing use of certification marks, other legal agreements	Other Products and Services (O)	Department of Public Works and Government Services Act, s.16	Fall, 2004	1,300	1,396	1,437.9	1. 95% client satisfaction rate as measured through survey of every client. 2. 95% on-time service delivery.	1. Over 95% of clients indicated 'good' or 'very good' satisfaction with service provided. 2. 95% on-time service delivery	2005-06	1,435.9	1,437.9
Fees charged @ $145/hr for: Envir. Auditing Admin.; annual fees vary with program for application and licensing use of certification marks, other legal agreements	Other Products and Services (O)	Department of Public Works and Government Services Act, s.16	NA	240	243.5	269.4	1. 95% client satisfaction rate as measured through survey of every client. 2. 95% on-time service delivery.	1. Over 95% of clients indicated 'good' or 'very good' satisfaction with service provided. 2. 95% on-time service delivery	2005-06	371	353
				Total 1540	Total 1639.5	Total 1707.3			2005-06	Total 1806.9	Total 2435.3

B) Date Last Modified:
Fall 2004; charging is market-based and fees had not been raised in several years. There was no consultation.

3. CANADA GAZETTE

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Subscription rates charged for the printed version of the Canada Gazette	Regulatory (R) Fees are necessary to meet the Canada Gazette Mandate. The Canada Gazette must recover part of its costs.	Subscription fees are set in the *Statutory Instruments Act* Assented to in 1971	Subscription fees last revised in 1985	Subscription Revenues for 2004-05 $87.	Actual Revenues for 2004-05 $81.	Not avail. at this time.	100% satisfaction rate is measured by meeting the legislated publication deadlines for the Canada Gazette and meeting the legislated publication deadlines for each of our clients	100%: All notices were published within the legislated deadlines. The Canada Gazette met all its publication dates for all formats of the Canada Gazette.	2005-06 2006-07 2007-08	2 200 2 200 2 200	Not avail. at this time.
Insertion fees charged to government and private sector clients meeting their legal obligation to publish in the Canada Gazette		Insertion fees are charged in accordance with TB directive and Common Service Policy of 1986	Insertion fees last modified in 1992	Insertion Revenues for 2004-05 $1 913	Actual Insertion Revenues for 2004-05 $1 785	Not avail. at this time.	Clients must meet our publication deadlines. However the Canada Gazette will accommodate as much as possible by working overtime if necessary in order for the client to meet their legislated deadlines and to ensure that regulations are not left open to challenged. The Canada Gazette has maintained less than 1% error standard for the past ten years.	The error count for 2004-05 was 0.07684% that is only 3 errors in 4,009 pages published.			
				Total 2 000	Total 1 866	N/A				Total 6 600	Total N/A

B) Date Last Modified:

C) Other Information: *The on-going funding has enabled the Canada Gazette to provide the service within its budget therefore eliminating the need for the TB submission at this time. There may be a future need to increase fees in order to assist the Canada Gazette in promoting its services.*

Items marked "Not Available at this Time" reflect that it is impossible to give a clear correlation between the full costs and the user fees. User fees have not been increased in more than a decade. TB approved a 1.5M on going to assist the Canada Gazette's funding shortfall.

4. TRANSLATION

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years	
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results		
Processing fees for requests to be included in the Translation Bureau's inventory of prequalified suppliers	Other Products and Services (O)	As a Special Operating Agency managed under a revolving fund, the Translation Bureau must achieve budgetary balance; it thus has the power to set prices for any services rendered to any user	1997	Note 1	5.25	Note 2				

	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
	2005-06		
	2006-07		
	2007-08		
	Total		

Total	Total	Total
	5.25	

B) Date Last Modified: *1997*

C) Other Information:

Note 1: Because of the small amounts involved and of the impossibility to predict the total number of suppliers who will ask to be added to the inventory, the Translation Bureau does not estimate revenues for these fees.

Note 2: The $50 fee covers the minimum estimated costs for the processing of each individual request to be added to the inventory; costs are not tracked because of the small amounts involved and the impossibility to predict the total number of suppliers who will ask to be added to the inventory.

5. PUBLIC PORTS AND HARBOURS

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Esquimalt Graving Dock (EGD)	Regulatory (R) as per Esquimalt Graving Dock Regulations, 1989 (SOR/89-332 and SOR/95-462)	Order-in-Council	1995	See note 2	See note 2	See note 2	The user fees in Appendix A and Appendix B were introduced prior to March 31, 2004. As such, performance standards have not yet been established	Performance results could not be obtained as performance standards have not been established since the user fees were introduced prior to March 31, 2004	2005-06		No costs are incurred by other depts in support of the fee activity
									2006-07		
									2007-08		
	Other Products and Services (O)					No costs are incurred by other depts in support of the fee activity					
				Total	Total	Total			2005-06	$6,000	$7,994
				$6,800	$3,755	$8,301			2006-07	$4,000	$9,340
									2007-08	$4,000	$15,225
									Total:	$14,000	$32,559

A) User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-05					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Selkirk Marine Railway Dry Dock	Regulatory (R) as per Selkirk Marine Railway Dry Dock Regulations, 1989 SOR89-331 Other Products and Services (O)	Department of Public Works and Government Services Act (1996, c. 16)	1989 PC 1989-1198	17.7 See note 2	2.3 See note 2	28.6 See note 2 No costs are incurred by other depts in support of the fee activity.	The user fees were introduced prior to March 31, 2004. As such, performance standards have not yet been established	Performance results could not be obtained as performance standards have not been established since the user fees were introduced prior to March 31, 2004.	2005-06 2006-07 2007-08	17.7 17.7 17.7	21.5 29.1 29.6 No costs are incurred by other depts in support of the fee activity.
		Total $17.7		Total $2.3	Total $28.6				Total	$53.1	$80.2
									2005-06	$17.7	$21.5
									2006-07	$17.7	$29.1
									2007-08	$17.7	$29.6
									Total	$53.1	$80.2

B) Date Last Modified:

C) Other Information:

Note 2: Since neither revenues nor costs are forecasted based on the individual fee items, only the totals are given for all user fees at the EGD.

Financial Table 11: Details on Project Spending

Projects ($ 000 000)						
Projects	**Current Estimated Total Cost**	**Actual 2002-03**	**Actual 2003-04**	**Planned Spending**	**Total Authorities (at March 31, 2005)**	**Actual**
REAL PROPERTY SERVICES						
Atlantic Project Definition						
Halifax - New Royal Canadian Mounted Police Government of Canada Building - Construction	35.8	2.8	0.3	2.3	8.5	1.0
Dartmouth - New Government Of Canada Building, Bedford Institute of Oceanography - Construction	76.6	0.5	0.6	2.7	4.0	0.5
Atlantic Project Implementation						
Charlottetown - Proposed Government of Canada Building - Construction	50.3	1.4	2.5	20.5	44.9	2.7
Argentia - Environmental remediation	92.5	7.7	5.0	1.9	93.5	3.9
Quebec Project Implementation						
Montréal - 740 Bélair - Construction	55.3	2.9	6.3	17.7	60.3	17.4
Québec - 55 Wharves - Demolition	19.9	0.7	0.1	0.2	19.9	0.1
Quebec Project Closeout						
Matane - Wharf - Demolition	7.1	0.1	0.1	0.1	7.1	0.1
Ontario Project						
180 Queen Street West, Toronto, new lease	88.2	0.1	0.3	4.3	88.2	1.0
277 Front Street West Refit Leased Premises	35.3			4.9		1.1
National Capital Region Project Definition						
Ottawa - Cellulose Nitrate Film Storage Facility, National Library Of Canada and National Archives Of Canada - New Construction	10.2	0.4	0.1	4.6	1.0	0.4
Ottawa/Gatineau - Alexandra Bridge - Renovation/Deck Replacement	18.2	0.0	0.1	1.9	1.8	0.4
Ottawa - Federal Judicial Building - New Construction	163.5	2.7	6.8	16.0	1.1	3.3
Ottawa - Skyline Campus - Renovation and Federal Occupancy	106.1	-	1.6	6.4	2.1	4.3
CHP East Tunnel	44.2	0.1	-	1.9	1.8	0.2
Replacement- Laniel Dam	21.9	-	-	0.5	1.0	0.7
National Capital Region Project Implementation						
Gatineau - Laurier Taché Garage - Renovation	61.5	2.1	0.6	13.4	61.5	12.0
Ottawa - Portrait Gallery of Canada - Renovation	32.3	0.4	1.2	12.8	-	0.9
National Capital Region Lease Project						
East end of Ottawa - New Lease	46.2	0.1	7.0	14.3	-	7.8
Downtown core of Ottawa, New Lease	82.0	-	-	24.2	-	1.0
Standard Life Towers I and II, 280 Slater St. And 333 Laurier Ave., Ottawa, renewal	22.3	-	-	11.5	-	3.7
Place Bell Canada. 160 Elgin St., Ottawa, New Lease	22.7	5.6	5.6	7.3	-	5.6
Jean Edmonds Towers, 300St., and 365 Laurier Ave., W., Ottawa, renewal	93.8	-	-	15.1	-	3.8
Canada Post Place, Ottawa, new lease (cancelled)	-	-	-	7.1	-	-
Western Project Implementation						
Regina - Government - Government of Canada Building - New Construction	35.3	0.3	4.5	18.8	38.0	5.8
Parliamentary Precinct Project Definition						
Ottawa - Bank Street Building - New Building (deferred)	325.1	2.9	4.9	8.0	18.9	0.1
Ottawa - Wellington Bldg - Renovation	248.8	0.0	15.2	13.0	26.6	9.4
Ottawa - Site Infrastructure - New Construction	138.1	0.4	0.4	2.1	4.6	0.3
Parliamentary Precinct Project Implementation						
Ottawa - Library Of Parliament (LOP) - Conservation, Rehabilitation and Upgrade	127.9	18.4	23.2	30.3	127.9	25.2
Pacific Project Definition						
Surrey - Royal Canadian Mounted Police "E" Division Headquarters, Purchase Land and Crown Construct Project EPA deferral to the fall of 2005	203.9	0.3	0.2	16.2	-	6.6
Pacific Project Implementation						
Northwest Highway - Reconstruction	682.4	15.5	11.9	13.0	-	13.2
Total Real Property Services	2,947.3	65.2	98.5	293.0	612.6	132.4

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

Projects ($ 000 000)	Current Estimated Total Cost	Actual 2002 2003	Actual 2003 2004	Planned Spending	Total Authorities (at March 31, 2005)	Actual
TELECOMMUNICATION AND INFORMATICS COMMON SERVICES						
National Capital Region						
Ottawa/Gatineau - Government On Line - Secure Channel	1,037.8	96.5	113.9	138.4	138.4	138.0
Total Telecommunication and Informatics Common Services	1,037.80	96.5	113.9	138.4	138.4	138.0
SUPPLY OPERATIONS SERVICES						
National Capital Region						
Ottawa/Gatineau - Shared Travel Services Initiative (STSI)	96.2		3.2	17.5	275.6	17.6
Total Supply Operations Services	96.2		3.2	17.5	275.6	17.6
Total Capital Projects	**4,081.3**	**161.7**	**215.6**	**448.9**	**1,026.6**	**288.0**

Table 12: Transfer Payments by Business Line

(in millions of dollars)

PROGRAM Business Line	Actual 2002-03	Actual 2003-04	2004-05 Planned Spending	2004-05 Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
GRANTS					
Grants in Kind to the Royal Society of Canada	0.08	0.08	0.08	*0.08*	**0.08**
Municipalities and Other Taxing Authorities (Note 1)	1.97	(0.92)	-	-	-
	2.05	(0.84)	0.08	*0.08*	**0.08**
CONTRIBUTIONS					
Canadian Standards Association	0.01	0.01	0.01	*0.01*	**0.01**
Argentia Management Authority	1.37	0.27	5.67	*0.50*	**0.50**
	1.38	0.28	5.68	*0.51*	**0.51**
BUSINESS LINE TOTAL	3.43	(0.56)	5.76	*0.59*	**0.59**
Government Information Services					
GRANTS					
Grants to the Outreach Program			1.00	*0.67*	-
CONTRIBUTIONS					
Contributions to the Outreach Program			1.45	*1.45*	-
BUSINESS LINE TOTAL (Note 2)	-	-	2.45	*2.12*	-
Total Transfer Payments	3.43	(0.56)	8.21	*2.71*	**0.59**

Totals may not add up due to rounding.
Note:
(1) Funding for Payments to Municipalities and Other Taxing Authorities was devolved to the applicable custodial departments. The figures reported represent payments not recovered by year-end from custodial clients.

(2) The 2002-2003 and 2003-2004 actual does not include the activities of Government Information Services. These activities were reported under the former Communication Canada and were transferred to PWGSC effective April 1, 2004.

ANNEX A: GOVERNMENT-WIDE AND MAJOR INITIATIVES

In addition to the financial reporting requirements for the Departmental Performance Report, the Treasury Board guidelines call upon us to report on major Capital Projects, generally projects exceeding $100 million in cost estimates, as well as any Horizontal Initiatives involving more than one department, where PWGSC has the lead role. Finally, the TBS guidelines require us to report on the Sustainable Development Strategies of the Department. This Annex of the report, therefore, provides summaries of the following:

1. Parliamentary Precinct;
2. Federal Judicial Building;
3. Government On-Line (GOL);
4. Government of Canada Marketplace; (GoCM)
5. Secure Channel;
6. Shared Travel Services Initiative (STSI);
7. Pension Modernization Project (GoCPMP);
8. Sustainable Development Strategies (SDS);
9. Fuel Storage Tanks;
10. Procurement and Contracting;
11. Alternative Service Delivery; and
12. Service Improvement Initiative.

1) Parliamentary Precinct

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

The approved plan that unfolds in a series of 15 major projects, implemented in five phases over a period of approximately 25 years, will be going through a major review over the next year. The review will allow us to reconfirm accommodation program requirements; re-evaluate the implementation strategy for new space accommodation; review the scheduling and sequencing of activities; and, include site issues such as security, parking, circulation, archaeology and soil contamination. Meanwhile, work on critical projects such as the West Block will be accelerated, urgent repairs will be managed and further deterioration of other assets will be controlled.

The first project, the rehabilitation of the Library of Parliament, is well under way. The Wellington Building renovation is still in the planning stage and, the architectural competition for the Bank Street Building has been cancelled. These projects are described in more detail on the PWGSC web site at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa1-e.html

2) Federal Judicial Building

Pierre Elliott Trudeau Judicial Building (formally the Federal Judicial Building)

The purpose of the Pierre Elliott Trudeau Judicial Building project is to build a special purpose building of approximately 24,000 square meters useable (m^2u) on the North-East corner of Wellington and Lyon Streets, Ottawa. The building will accommodate all of the Ottawa operations of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, the Tax Court of Canada and the newly created Courts Administration Service. It will be designed to provide 350 underground parking spaces, 190 of which will be for parliamentarians and their staff. The total cost is not to exceed $163.5 million ($151.7 million for the building and $11.8 million for the parking for parliamentarians), all figures exclude GST.

In October 2002 the project received revised Preliminary Project Approval (PPA) to complete design and tender documents and to call tenders. The project was subsequently put on hold by the Expenditure Review process in December 2003. During 2004-05 the design was completed and all required design approvals (National Capital Commission, HRDC Fire Commissioner and Courts Administrative Services) were obtained. During the same period all construction documents, plans and specifications were fully completed and reviewed by Real Property Contracting Directorate. Now that the freeze on capital projects has been lifted, the next step will be to seek Effective Project Approval (EPA) in order to proceed with the project. After discussions with the Department of Justice it was decided to postpone the EPA to the fall 2005. More information on the Federal Judicial Building project may be found on the PWGSC web site at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa2-e.html

3) Government On-Line (GOL)

Government On-Line (GOL) is the Federal Government's ambitious vision to make Canada the country whose government is most connected to its citizens anywhere in the world. The objectives are to make government programs and services more accessible, to make service better and more responsive, and to build trust and confidence in on-line service delivery. Through GOL, PWGSC provides the strategic leadership to departments and agencies in implementing this initiative; as well as the common secure infrastructure, the Secure Channel, necessary to provide Canadians with secure and private access to on-line federal services. We are continuously improving the Canada Site, the main portal to the Government of Canada, to meet the needs and expectations of Canadian citizens and businesses, resident or non-resident as well as non-Canadians alike. These efforts help support the vision of client-centric, cross-government service delivery anytime, anywhere, in both official languages.

Through the Government On-Line initiative, the Government of Canada (GoC) is improving services for individuals and businesses. In its 1999 Speech from the Throne, the GoC committed to be known around the world as having the government most connected to its citizens, and to meet the needs and expectations of its citizens by providing its most commonly used services on-line by the end of 2005.

The Government On-Line 2005 annual report, "*Government On-Line 2005 - From Vision To Reality … and Beyond*", was tabled in Parliament in March 2005. It provides details of what citizens and businesses can expect to see by the end of 2005, and highlights the achievements to date by the 34 participating departments and agencies in collaboration with TBS and PWGSC, in putting services on-line. Further information on this important GoC initiative may be found at: http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa3-e.html

4) Government of Canada Marketplace (GoCM)

The GoCM is a project of the Electronic Supply Chain (ESC) Program. As one of the important investment initiatives to achieve the savings and efficiency goals established by *The Way Forward*, this new end-to-end purchasing service will allow participating departments and agencies to shop for, buy and report on their purchases on-line. In addition, it will support the payment, settlement and assets management requirements of participating departments and agencies. It will generate savings by delivering volume price discounts, consolidating procurement instruments, such as standing offers, allowing for increased credit-card rebates, and improving and simplifying procurement processes.

While the implementation of the project was delayed, we continued the development of a new model in collaboration with users in four lead departments. The Draft Effective Project Approval was submitted in the spring of 2005. Treasury Board authorized the building and testing of a proof of concept prototype version of the purchasing service, expected to be completed in the fall of 2005. Memoranda of Understanding with lead departments and agencies are expected to be developed by the spring of 2006.

More information on the GoCM may be found on the PWGSC web site at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa4-e.html

5) Secure Channel

The Secure Channel is at the centre of the GoC's common infrastructure and, as such, forms the foundation of the GOL initiative. The Secure Channel provides Canadians with secure and private access to all federal government on-line services, thereby helping to realize the GoC's service vision of client-centric, cross-government service delivery anytime, anywhere and in both official languages. Over 120 departments and agencies have now migrated to the Secure Channel Network (SCNet) and 26 programs are using the Secure Channel's security and authentication services. Continuing enhancements to this common infrastructure will progressively increase the range and quality of the services that departments are ready to deliver on-line, improving integrated service delivery to Canadians.

The Secure Channel has evolved in a structured, phased approach since its project inception in 1999. On October 1, 2004, the Secure Channel completed its final project phase and entered into sustainable operations mode. In this sustainable operations phase, the Secure Channel continues to be enhanced both to meet changing departmental requirements and industry technology innovations, as well as to increase its security and service value to Canadians.

The sustainable Business Model for the Secure Channel is documented in the renewed Secure Channel Business Case in support of the March 2005 TB Submission seeking to secure future funding for the Secure Channel program. A sustainable funding model has been approved in principle for the period April 2005 - September 2010 with the source of funds being the TBS Strategic Priorities Investment Fund. Final approval of the funding model is dependent on a value-for-money benchmarking analysis of Secure Channel services and internal operational review of the Strategic Infrastructure Services sector, both currently underway. It is also dependent on the negotiation of a long-term contract with the Secure Channel vendor, Bell Canada. These activities are expected to be completed in the autumn of 2005, at which point a Treasury Board submission will be prepared based on the revised or confirmed cost structure and service portfolio.

Further information on the Secure Channel may be found on the PWGSC web site located at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa5-e.html

6) Shared Travel Services Initiative (STSI)

The Shared Travel Services Initiative (STSI) is designed to reduce the Government's annual $1.6 billion travel and travel administration bill by $100 million a year in line with *The Way Forward* objectives. STSI launched its Online Booking Tool (OBT) in November 2004 to assist government travelers in saving up to 50% of their transaction fees, representing potential savings of millions of dollars government-wide. Also, with the introduction of the Government Travel Card (GTC) in April 2004, the Government has been better able to negotiate competitive rates with travel suppliers such as airlines, hotels and car rental companies. It is estimated that the Government of Canada has saved over $25 million in airfare costs due in most part to better negotiated rates and travelers choosing lower cost flights presented on the OBT. Further savings of approximately $3.6 million have been achieved from reduced transaction fees, insurance and refunds for unused tickets, savings which may not have otherwise been recognized without use of the OBT. Additional savings will be recognized with the implementation of the expense management tool, piloted in 10 vanguard departments in December-January 04/05. The STSI is scheduled to be fully implemented by the fall of 2006.

Further information on the Shared Travel Services Initiative may be found on PWGSC's web site at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa6-e.html

7) Pension Modernization Project (GoCPMP)

The purpose of the Government of Canada Pension Modernization Project (GoCPMP) is to renew PWGSC's pension administration systems and services by replacing outdated technology and providing modern services to employees, employers and pensioners.

PWGSC's 35-year-old systems and business-process infrastructure for pension administration is in grave need of renewal. The limited capabilities of existing processes and the archaic technology of the legacy systems severely compromise PWGSC's ability to sustain current service levels. As well, they severely limit PWGSC's ability to offer future services that are comparable to the delivery performance and cost-effectiveness of industry leaders.

Employers are looking to provide better and broader services to their employees. Current demographic trends indicate that more than 40% of the public service will be in a position to retire within the next ten years. As a result, increasingly large numbers of employees are seeking retirement counseling and want access to capabilities that allow them to analyze their pension benefit options. At the same time, pension administration business units face significant losses of experienced, trained personnel, as the most qualified 52% of the current complement are eligible to retire within the next ten years.

An RFP was issued in the fall of 2004 and bidding closed at the end of January 2005. The bids are being evaluated and preparation of the TB Submission for contract authority and contract award is progressing according to schedule with completion expected in the fall of 2005. The TB Submission for Effective Project Approval is scheduled for October 2006.

The GoCPMP is currently in the Project Definition Phase, which is to be completed by October 2006. The Government of Canada Pension Modernization Project is to be completed by January 2012.

Further information on the Pension Modernization Project may be found on the PWGSC web site at:
http://www.pwgsc.gc.ca/reports/text/dpr_2004-2005_annexa7-e.html

8) Sustainable Development Strategies (SDS)

The PWGSC Sustainable Development Strategy (SDS) 2003 was tabled in Parliament in February 2004. SDS 2003 contained departmental commitments relating to four goals:

- Greening PWGSC operations as a custodian and provider of facilities and common-use office space to federal departments;
- Greening PWGSC services to federal departments and agencies;
- Greening PWGSC's internal operations; and
- Providing national and international leadership in the greening of government operations.

Overall, experience gained throughout the SDS 2000 has led to smarter target development, improved management processes and enhanced results monitoring systems. PWGSC is well positioned to build on its successes as it moves ahead with the implementation of its Sustainable Development Strategy 2003.

Progress toward the targets over fiscal year 2004-05 was steady. Where targets are identified as being at risk, recovery plans will be identified and implemented. Details on performance in relation to SDS 2003 commitments can be found in the PWGSC Sustainable Development Performance Report. This report is available on the Internet at <http://www.pwgsc.gc.ca/sd-env/text/performance-report-e.html>.

Late in the fiscal year, PWGSC created the Office of Greening Government Operations (OGGO). OGGO will consolidate PWGSC's environmental expertise and provide government-wide leadership on greening government operations. OGGO will be the main source of advice and functional guidance for federal departments regarding greening of their operations, specifically in the areas of green procurement, green construction, green property management, recycling and waste management, risk management and remediation of contaminated sites, and other activities. The main functions of the Office of Greening Government Operations will be to:

- provide advice and functional guidance to departments on a wide range of activities related to the greening of their operations;
- support Treasury Board Secretariat in the ongoing development of policy and performance management related to this area, including the development and continual refinement of a government-wide performance management framework for greening government operations;
- provide a range of high-quality environmental services to government departments, including PWGSC; and
- plan and develop PWGSC's Sustainable Development Strategy, monitor performance, and draft the Department's annual Sustainable Development Performance Report.

Greening government operations is one of the key initiatives of PWGSC's *Way Forward* transformation. As the primary provider of common services to all federal departments and agencies, PWGSC is strongly committed to demonstrating leadership in ensuring that the environment, the economy and society are considered in an integrated manner in its operations and procedures. It will help create a better future for all Canadians.

More information on SDS 2003 is available at http://www.pwgsc.gc.ca/sd-env/sds2003/strategy/toc-e.html.

9) Fuel Storage Tanks

There are a total of 94 fuel storage tanks registered with PWGSC. Of the 27 aboveground petroleum storage tanks, 15 are in compliance with Environment Canada's *Technical Guidelines for Aboveground Storage Tank Systems Containing Petroleum Products*, and 12 are not in compliance. Of the 67 registered underground petroleum storage tanks, 36 comply with the *Technical Guidelines for Underground Storage Tank Systems Containing Petroleum Products and Allied Petroleum Products*, and 31 are not in compliance. Seven of the registered underground petroleum storage tanks that are currently not in compliance with the technical guidelines are monitored and risk-managed with the concurrence of Environment Canada. Four of the registered aboveground petroleum storage tanks and two of the registered underground petroleum storage tanks are owned by a third party leasing property from PWGSC. All six of these tanks are non-compliant.

Since the end of the reporting period (December 31, 2004), twelve of the non-compliant tanks have been upgraded and/or replaced, with the upgraded and/or new tanks being compliant with the technical guidelines. Additionally, one underground petroleum storage tank was temporarily abandoned in place (i.e. emptied, cleaned and purged) and is planned to be removed by the end of March 2006. Specific action plans are being developed to bring the remainder of the PWGSC-owned non-compliant petroleum storage tanks into compliance with the technical guidelines

10) Procurement and Contracting

PWGSC acquires goods, services and construction on behalf of the departments and agencies of the Government of Canada.

PWGSC's framework of procurement procedures and policies fosters the cost-effective and efficient delivery of contracting services to the Government, while complying with legislative obligations, including those related to national and international trade agreements. Further information regarding how we manage the contracting function, including related contracting authorities, delegations and policies can be viewed at: http://www.pwgsc.gc.ca/acquisitions/text/index-e.html.

In 2004-05, we pushed ahead with various initiatives to reform the way we procure government-wide. Further information can be viewed at: http://www.pwgsc.gc.ca/prtf/text/final_report-e.html and http://www.pwgsc.gc.ca/b2k5/text/index-e.html.

In 2004-05, approximately 60,000 contractual documents covering 15,000 goods and services commodities, for a total value of $18.4 billion, were processed. This is an increase of over $8 billion from 2003-04, mainly due to the award of the Maritime Helicopter Project, worth approximately $5 billion, and the award of Property Management Services, worth approximately $2 billion.

Original contracts, excluding amendments, accounted for approximately 36,000 documents valued at $14.8 billion. Of these, 80% were awarded through competitive processes, 5% used Advance Contract Award Notices (ACANs) and 14% were non-competitive.

PWGSC awarded 1,324 contracts in Aboriginal procurements worth over $242 million.

The Department of National Defence continues to be PWGSC's largest client, accounting for about 53% of business volume. Seventy-six percent of the documents processed, accounting for 95% of the value, were contracted for PWGSC's top ten clients.

In 2004-05, various audit reports and related action plans were completed on procurement-related activities. These may be viewed at http://www.pwgsc.gc.ca/aeb/text/toc-e.html.

11) Alternative Service Delivery

The procurement process to put in place eight contracts for portfolios across the country was successfully carried out in line with established targets, using a fair, open and transparent process to secure best value for the Crown. The Request for Proposals was posted on MERX on April 15, 2004 and closed on July 15, 2004. The evaluation took place over the summer and fall, with Treasury Board approval for contract award secured on November 22, 2004. The contracts were awarded December 1, 2004, to allow a four-month transition phase prior to the operational start up date of April 1, 2005.

12) Service Improvement Initiative

PWGSC, as the Department responsible for enabling other government departments (OGDs) to deliver services to Canadian taxpayers, has committed to delivering services to our customers more efficiently through *The Way Forward*. The focus is on improving how the Government does its business, and empowering customer departments through PWGSC-developed tools to get better and faster services.

In order to monitor progress in the area of customer satisfaction, the Service Integration Branch (SIB) initiated the development of a customer satisfaction survey. The objective is to use this survey in 2005-06 to establish a baseline prior to the full implementation of *The Way Forward* initiative. During the next fiscal year, SIB will implement a web-based customer satisfaction assessment, as well as conduct senior-level interviews with contacts in OGDs. Together, these activities will enable SIB to determine a baseline, which quantifies and categorizes customer departments' perceptions of doing business with PWGSC. This information will be used by PWGSC's business lines to focus on service improvements, which will deliver the greatest value to our customers while fulfilling the Government's commitments in accordance with *The Way Forward*.

The Service Integration Branch will monitor and report progress against the established baseline through a regular program of customer satisfaction assessments, beginning in 2006 and annually thereafter.

ANNEX B: AUDITS, REVIEWS AND RESPONSES TO PARLIAMENT

This Annex provides the following information:

1. Audits and Reviews for 2004-05;
2. Government-wide Review of Procurement; and
3. Standing Committee on Public Accounts (SCOPA)

Where available, web site links are provided for additional information.

1 - Audits and Reviews for 2004-2005

A)   Response to the Auditor General

In 2004-05, there were no reports by the Office of the Auditor General (OAG) specifically directed at PWGSC. Where PWGSC was named as part of a government-wide audit, the response came from the Government. The Treasury Board Secretariat, or other designated departments, coordinated the responses.

This was also the case for the OAG audit of the Sponsorship Program and Advertising Activities. In response to the 2003 Auditor General's Report, the Government undertook a number of actions and PWGSC continues to strengthen its practices as previously discussed in the section dealing with Government Information Services Branch (GISB) activities.

B)   External Audits

Official Languages Program Management Audit

This audit, conducted by the Official Languages Office (OLO), was undertaken to determine whether the implementation of PWGSC's Official Languages Program was compliant with the *Official Languages Act.* The audit verified if PWGSC communicated the appropriate information to managers and employees with respect to their official languages rights and responsibilities. The audit examined the role of the Official Languages Directorate and the contribution made by human resources in achieving the official languages objectives. It verified whether the Department had a monitoring mechanism in place to ensure the management and control of its plans and its Official Languages Program. It checked whether the organizational culture reflected linguistic duality and whether a mechanism was in place to ensure the managers' commitment and accountability with regard to official languages and identifying the linguistic requirements of positions.

C)   Internal Audits or Evaluations

The following Internal Audit and Evaluation Reports for 2004-05 can be found at:
http://www.pwgsc.gc.ca/aeb/text/2004_2005-e.html

*   Audit of the Financial Report of Administrative Costs Chargeable to the Canada Pension Plan Account for the year ended March 31, 2004;
*   Audit of Low-Dollar Value Procurement;

- Audit of Management Control Framework (MCF) and Compliance for Fire Emergency Evacuations in Crown-Owned Buildings;
- Audit of the Contract Management of Selected AFD Contracts ;
- Directed Audit Survey of the Separation of Duties Within the Contracting Function at Consulting and Audit Canada;
- Directed Audit Survey of the Separation of Duties Within the Contracting Function at Translation Bureau;
- Directed Audit of PWGSC's Accountability and Quality Assurance Mechanisms for Responding to Order Paper Questions;
- Audit of Translation Bureau Revolving Fund;
- Audit of Real Property Disposition Revolving Fund;
- Audit of Consulting and Audit Canada Revolving Fund;
- Audit of Telecommunications and Informatics Common Services Revolving Fund;
- Audit of Optional Services Revolving Fund;
- Audit of Real Property Services Revolving Fund; and
- Evaluation of The Knowledge Institute.

2 - Government-wide Review of Procurement

The Government-Wide Review of Procurement, led by the Parliamentary Secretary for PWGSC, was launched in December 2003, with the mandate to review government-wide procurement objectives, activities, policies, legislation, and management. The purpose of the review was to make recommendations to the Government on how best to carry out federal government procurement: to be faster, simpler, and less costly; with strong ethical foundations; ensuring value from a whole-of-government perspective; providing effective support for government socio-economic priorities; and demonstrating transparency, accountability and fiscal responsibility.

The Final Report of the Review was completed in January 2005. Some key recommendations included: developing a government-wide commodity management approach to federal procurement in consultation with colleague departments, industry and other stakeholders; changes to the appropriate legislative, regulatory and policy frameworks; mandatory use of government-wide procurement tools where they exist; and the training of Human Resources to reflect the new business model. More information on the Final Report can be found on the following web site: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_b-e.html

Individual observations and conclusions from the Review, were joined with internal work by PWGSC on using government procurement to achieve savings for the Government in line with *The Way Forward* objectives. PWGSC proposals were then made to the Expenditure Review Committee, and with the recommendation of the ERC to the Cabinet. Finally, the results became the Government's procurement action plan, included in Budget 2005.

3 - Standing Committee on Public Accounts (SCOPA)

A)   Management of Public Opinion Research

Recommendation 9 of the Nineteenth Report of SCOPA of June 2005, concerning Management of Public Opinion Research, states: "That Public Works and Government Services Canada ensure 100% compliance with the public disclosure requirement and that it report on the success in the departmental performance report".

PWGSC response: The Government concurs with the recommendation and has strengthened its efforts to ensure that departments that undertake public opinion research submit final reports to us within the required timeframe. The Government Communications Policy stipulates that these reports should be accessible to all Canadians, through the national libraries, within three months of the conclusion of the research fieldwork. Reminder letters to this effect have been sent to all departments and agencies, and will continue to be sent out on a regular basis. In keeping with the Auditor General's observations, the new Government of Canada Communications Policy issued in December 2004 requires reports to be in electronic or hard copy format. Information concerning reports on public opinion research or advertising may be found on PWGSC's web site:

Public Opinion Research

http://commnet.gc.ca/por_rop/publication/index_e.html

Advertising

http://publiservice.gc.ca/services/adv-pub/reports/index-e.html

B)   *Real Property*

The Standing Committee on Public Accounts (SCOPA) considered Chapter 8 of the December 2002 Report of the Auditor General of Canada (AG) which dealt with office space acquisition, and the PWGSC Action Plan to respond to the report's recommendations. SCOPA also conducted hearings on this matter with PWGSC and AG officials on March 24, 2003, and tabled its 19th Report in the House of Commons on June 6, 2003. In all, the Nineteenth Report contained seven recommendations pertaining to the acquisition of office space. The Government's Response to the SCOPA Report, tabled in Parliament on November 3, 2003 - OAG 2002-Chapter 8 Report Acquisition of Office Space is highlighted below:

Recommendation 1: That PWGSC prepare a detailed description of the progress achieved in developing and reviewing community and regional investment plans and strategies. That this information be provided to the Public Accounts Committee no later than 31, March 2004.

Due to *real property renewal* and *The Way Forward*, the NPM (National Portfolio Management) regime was delayed to the fall of 2005. Some documentation on NPM has already been furnished to OAG staff.

Recommendation 2: That PWGSC prepare a document containing a detailed description of the progress achieved with client departments in developing long-term accommodation plans. That this information be provided to the Public Accounts Committee no later than 31, March 2004**.**

We worked collaboratively with Service Integration Branch to obtain client demand forecasts. We developed a template for long-term accommodation plans for review by Accommodation and Portfolio Management as part of a process to determine which key clients to focus on for the upcoming years. Monitoring took place on a quarterly basis.

Recommendation 3: That PWGSC prepare a document containing a detailed description of the progress of initiatives designed to strengthen long-term options analysis. That this information be provided to the Public Accounts Committee no later than 31, March 2004.

In the fall of 2004, the Department created the Planned Leasing Actions Report (PLAR), which contributes to a better and timelier planning of actions regarding upcoming expiring leases.

Recommendation 4: That PWGSC prepare a document disclosing the progress of its initiatives designed to strengthen and upgrade its financial information systems, policies and practices to support project management. That this information be provided to the Public Accounts Committee no later than 31, March 2004.

An Information Management / Information Technology (IM/IT) Governance Framework was approved and an intra-departmental Steering Committee was created with regional representation to review and recommend IM/IT activities to the Branch Management Committee.

In addition to improving IM/IT governance, all national Real Property systems have been consolidated into one directorate, which has improved the Branch's ability to manage the suite of systems from a portfolio perspective allowing for better investment planning and greater integration.

A Quarterly Report on Project Performance is provided to senior management highlighting national trend analysis, comparisons and exceptions in projects. This has improved the quality of our project data and is used to measure improvement and set performance benchmarks.

PWGSC has eliminated the need for a legacy Financial Management System (originally developed by Public Works Canada prior to the 1993 integration into PWGSC) by replicating the functionality of this system into the Common Departmental Financial System (CDFS) and the Project & Business Management System (PBMS). This has resolved some significant data integration issues by consolidating all financial information into a single system and has mitigated some significant infrastructure risks associated with operating an aging legacy system.

Recommendation 5: That PWGSC ensure its Departmental Performance Report (DPR) contains information on the progress (achievements versus planned targets) of the Action Plan initiatives designed to improve the Department's planning, acquisition and management of office space. That the Department begin reporting this information on its DPR for the fiscal year ending 31, March 2004.

PWGSC has improved its reporting to Parliament and has articulated what it expects to achieve, reported on performance and how achievements are linked to stated objectives and will continue to do so on an on-going basis.

Improvements

PWGSC made progress on the planning and performance reporting cycle of 2003-04.

The DPR for 2003-04 included a report on progress made in the year against the recommendations of the Auditor General and SCOPA, with outcomes and results clearly linked to planning statements and goals.

Included in the Department's Report on Plans and Priorities (RPP) for 2004-05, was a table called *Reporting to Parliament* which showed planned activities linked to the recommendations of the Auditor General and SCOPA.

Subsequently, the Department and the Branch developed the Program Activity Architecture (PAA), including the PAA Dictionary; Expected Results; Performance Indicators (PIs); Outputs and their associated PIs which demonstrates the linkage between the department's strategic outcomes and expected results. This new structure was used in the tabling of the RPP for 2005-06.

Recommendation 6: That PWGSC urge the GoC to amend the Real Property Management Framework Policy, the Common Services Policy and other relevant policies to allow the Department to charge accommodation and realty services directly to all department and agencies, and that the Department report back on this issue to the Public Accounts Committee no later than 31, March 2004.

In the course of completing our analysis of possible business delivery mechanisms in the RP Renewal process, PWGSC concluded that implementation of a rigorous and disciplined accommodation delivery program would provide most or all of the benefits associated with a user pay regime, particularly a government-wide regime, without the administrative burden. This program would be based on clearly articulated space and accommodation standards and integrated with the existing space envelope and approved program growth (13%) management tools.

Nothing in the RP Renewal limits the capacity of the Government or the RP program to reconsider user pay in the future. It was however not considered to be the most effective mechanism to renew RP delivery or to assist in achieving government priority objectives at this time.

Recommendation 7: That PWGSC collect from its client departments and agencies, all relevant financial and managerial information related to accommodation services and prepare, on a full accrual basis, a single financial report containing detailed information on the cost of accommodation and realty services across the federal government and that the Department table this report to Parliament on an annual basis beginning April 1, 2004.

A joint TBS and PWGSC working group was established to develop the data collection instrument that would have been used to respond to this SCOPA recommendation. TBS initiated stakeholder consultations during the summer of 2004 and met on two occasions with the members of the TB Real Property Advisory Committee to brief them on the SCOPA recommendation and seek their collaboration in the project. Unfortunately, these efforts did not come to fruition and the expected results were not achieved.

The Real Property Renewal strategy and more so, the work on the ERC savings, provides tangible results of efforts of PWGSC - RP to reduce accommodations costs for government.

ANNEX C: ADDITIONAL INFORMATION

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Related Internet Sites:

Acquisition Service: http://www.pwgsc.gc.ca/acquisitions/
Compensation Service Standards:
http://www.pwgsc.gc.ca/compensation/service/serv-servicelevels2002-e.html
Consulting and Audit Canada: http://www.cac.gc.ca
Contracts Canada: http://www.contractscanada.gc.ca
Government of Canada: http://www.canada.gc.ca
Information Technology Services: http://www.pwgsc.gc.ca/text/factsheets/info_technology-e.html
Internal Audits and Evaluations: http://www.pwgsc.gc.ca/aeb/text/toc-e.html
Modern Comptrollership in Action:
http://www.pwgsc.gc.ca/mmpa/2003/text/index-e.html
Modern Management Practices Assessment:
http://www.pwgsc.gc.ca/mmpa/text/index-e.html
October 2004 Speech From The Throne: http://www.pm.gc.ca/eng/sft-ddt.asp
Office of the Auditor General of Canada: http://www.oag-bvg.gc.ca/
Public Service Compensation: http://www.pwgsc.gc.ca/compensation
Public Works and Government Services Canada: http://www.pwgsc.gc.ca
PWGSC Government On-Line (GOL) Public Report:
http://www.pwgsc.gc.ca/gol/text/index-e.html
PWGSC Report Card on Compliance with Response Deadlines under the *Access to Information Act*:
http://www.infocom.gc.ca/reports/section_display-e.asp?intSectionId=390
PWGSC 2004-2005 Report on Plans and Priorities:
http://www.pwgsc.gc.ca/reports/text/pdfs/RPP_PWGSC_2004-2005_e.pdf
Real Property Services: http://www.pwgsc.gc.ca/rps
Receiver General: http://www.pwgsc.gc.ca/recgen
Translation Bureau: http://www.translationbureau.gc.ca
Treasury Board Secretariat Guide for the Preparation of 2004-2005 Departmental Performance Reports:
http://www.tbs-sct.gc.ca/rma/dpr1/04-05/guidelines/guide_e.pdf