



The Way Forward – Smarter, Faster, more Efficient Government

Among the many goals we set for ourselves in 2005 at Public Works and Government Services Canada, one overriding goal stood out, and that was to deliver smarter, faster, more efficient and transparent services – all while saving taxpayer dollars. As the government's common service provider, there is much at stake. The work we do helps to bring life to the government's agenda, taking it from the realm of ideals and concepts to actual, tangible achievements that ultimately benefit the people of Canada.

When we succeed, we trigger a chain reaction of success. First our clients, other government departments and agencies, are better able to accomplish their objectives, and that is to serve Canadians. When they reach their goals, the entire Government of Canada is then better placed to achieve its aims. This, in turn leads to the most important achievement of all – Canadians in all parts of the country reap the rewards of a stronger Canada.

The milestones by which we measure our success in this effort can all be found along a path we call *The Way Forward*. It represents an all-encompassing strategic shift for our Department; a comprehensive and uncompromising guide we use to steadily move toward greater achievements, specifically toward an ever-improving way of doing business. 2005 was the first full year in which we engaged this strategy and the results for our clients and for Canadians, as this document will witness, have been telling.

Our commitment to deliver smarter, faster services and at a reduced cost has helped us improve the management of our Department. We transformed key business functions by realigning the Department to consolidate programs, policy, service and operations according to areas of expertise. As a result, the right experts can now be found where their advice will have the greatest impact. This has created clear, well-defined lines of accountability and increased our already substantial levels of transparency and ethical conduct.

The Way Forward focuses on increasing efficiencies throughout the vast array of services we provide, from procurement, property management, and information technology to leading the government's efforts to green its operations and contribute to its sustainable development agenda.

The range and impact of our services is profound. For example, we handle approximately \$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. We purchase over \$10 billion worth of goods and services in procurement transactions on behalf of the Government of Canada (representing 80 percent of overall government purchasing) and we provide over \$440 million in payments in lieu of taxes to about 1,300 municipalities.

We are the country's largest landlord and office space manager with over 7 million square metres of space across Canada to look after. We operate a budget of more than \$2.7 billion with a workforce of close to 13,200 employees across Canada, we provide world-class translation, terminology and interpretation services in more than 100 languages. We deliver information technology services to 130 federal government organizations, including the issuance of secure ePasses.

The Way Forward is driving the modernization of our services and an aggressive, persistent search for greater savings. As part of this evolution we created the Office of Greening Government Operations and the Office of Small and Medium Enterprises. The results have already translated into smarter, faster, "greener" government that is more transparent and fully accountable.

The professionalism, creativity and dedication of our remarkable workforce paid important dividends in 2005. They represent the diversity and the proud character of Canadian society and served to enhance the work of our Department by improving the way we do business. Together, we are moving quickly to meet the 21st century challenges that lie ahead.

We are all proud of the achievements described in this report and we celebrate our success yet we recognize that *The Way Forward* is not a final destination but rather a path continually leading our Department, our clients and the Canadians we all ultimately serve, to a stronger Canada.



Our contribution to government

In 2005, we took important steps to further streamline our delivery of services without compromising on quality. We did this successfully while also vigorously seeking out and finding new ways to save money, achieving the best possible value for Canadians and delivering the best possible services to our clients.

> Adding value, saving money, delivering good government

The primary purpose of Public Works and Government Services Canada is to ensure maximum value to our clients and to Canadians as we provide those shared services common and central to the work of government. We perform so many services for the government – procurement, banking, real estate management, translation and information technology development among them – and in each area, *The Way Forward* targets of efficiency, effectiveness and cost-savings are the standards we must meet. We improved our performance by always renewing and re-examining our processes to help strengthen our management, boost public confidence, increase savings and productivity, deliver professional, innovative services and support the government's key strategic priorities.

Lower Risk – Better Results

As part of our leading role in modernizing government and realigning our Department, we created the new Office of the Chief Risk Officer. It was a bold and significant move as we strive to achieve a higher standard for effective risk management. This is the first ever Office of the Chief Risk Officer in the Canadian federal government and it demonstrates our commitment to improving the way we do business and minimizing the risks to our clients and ultimately to Canadians.

The primary mandate of the Chief Risk Officer and this new office is to strengthen risk management and quality assurance capacity within our Department as well as provide a focal point for risk management advice. The new office will also be responsible for ethics programs, internal disclosure,

fairness monitoring, and contract claim advisory services – the key elements of a comprehensive risk management approach.

The first stage of development focused on establishing the new office but was not limited to this. We responded to several requests for guidance from the Deputy Minister and senior executives in managing the risks associated with several high profile transactions.

The mandate of this new office includes the following:

- Providing guidance and support in the implementation of the Integrated Risk Management Framework. This includes the integration of the branch risk profiles and the Corporate Risk Information System into the operations of the Department;
- Advancing the Ten-Point Integrity Plan, including the addition of ethics officers in every branch, region, and special operating agency;
- Establishing a mechanism to deal with potential wrongdoing that has been identified in accordance with the Public Servants Disclosure Protection Act; and
- Facilitating the use of fairness monitors in contracts.

Highlights of our remaining achievements in adding value, saving money and delivering good government for Canadians include the following:

- > We established the Commodity Management Framework – a whole-of-government model used to plan and help manage the life cycle activities of various goods and services. It helps ensure we meet the operational requirements of government departments and achieve best value for Canadians while reducing total life cycle costs and increasing efficiency in the procurement of goods and services.
- > We produced the annual Public Accounts within the timeframe established in the Public Accounts master plan and tabled them in Parliament three weeks earlier than we did in 2004. The Auditor General expressed an unqualified opinion of the Financial Statements of the Government of Canada.
- > We won the Innovation and Creativity in Service Delivery Award of Excellence for our Bill Payment Service. It was developed by the Receiver General as a way for federal departments and agencies to simplify the collection and processing of payments from the public. As a result Canadians and businesses can make these non-tax payments in person or on-line, by telephone, or electronic data interchange in addition to the traditional payment by cheque or credit card. The Bill Payment Service processed approximately 1.2 million remittances last year.
- > We negotiated a new reprography licence on behalf of the Government of Canada by balancing the need to fairly compensate rights holders while achieving exceptional value for Canadians. The licence allows government employees to photocopy specific copyrighted materials, such as newspapers, professional journals, books, and magazines, without fear of liability for copyright infringement.
- > We procured the services of a Canadian Forces Health Line to provide Canadian Forces members with convenient 24-hours-a-day, 7-days-a-week, 365-days-a-year telephone access to an established Telehealth Centre. The service provides convenient access to health care advice, general health information, and guidance on where and how to access health care services.
- > We created the Personnel Certification Division to carry out a new certification program for procurement and material management personnel. It is designed to help other government departments and agencies – our clients – learn about managing the procurement process.
- > We negotiated a contract for up to \$20 million worth of digital, portable and mobile radios for the RCMP. We built enough flexibility into the purchase agreement for any of the RCMP division Headquarters across Canada to purchase different configurations of the same products.
- > We supported the RCMP's Information Technology Professional Services by managing the procurement of some key expertise. The contracted services will contribute to the RCMP's numerous operational systems associated with crime scene occurrences, intelligence gathering, criminal cases, investigations and tactical logistics.
- > We managed the competitive bid process and conducted the exhaustive evaluation that ultimately led to the initial stages of work to modernize the pension system for approximately 490,000 federal government civil servants and pensioners. Our extensive consultations with private industry played a significant role in the lead-up to the formal Request for Proposals.
- > We expanded our agreement with the Bank of America to help us better deliver direct deposit payments to recipients outside of Canada. We expanded this service to 11 countries in Europe and Australia, which increased efficiencies and cost savings thanks to our collaboration with this private sector partner.
- > In addition to assisting Canadian Heritage in project management, we provided architectural expertise related to the design, construction and operation of the Canada Pavilion at Expo 2005 in Aichi, Japan. The Canada Pavilion was a huge success welcoming more than 3.3 million visitors over the course of the six-month exposition, that's more than double the initial objective of 1.5 million visitors.

- > We managed the implementation of new, more cost-effective long distance voice services for the Government of Canada.
- > We also launched The Way Forward Information Line, a National Service Call Centre project created to answer government employee questions and provide website assistance on subjects including Standing Offers, purchasing procedures and procurement officer contacts. We developed and launched specialized training for government departments to explain the new Standing Offer mandate. These sessions provide a description of Standing Offers, how they differ from contracts and navigate participants through the Standing Offer Index.
- > We successfully engineered, implemented and tested Phase Two of the Disaster Recovery Project. This Interim Phase, part of a three-phase approach, introduces a solution that enables the recovery of IT systems within 100 hours.
- > We offered visitors to the Government of Canada's Language Nook new, clear terminology relating to emergency situations. This clarification is a response to the prevalent international focus on new security measures in the wake of September 11th, 2001 and the need to better understand the notion of security in this new reality.

Did you Know?

We generated savings calculated at approximately \$18 million courtesy of the Shared Travel Services Initiative, which also renders the travel process faster and easier for employees. Savings are the result of volume rebates, reduced transaction fees, unused tickets and credits, and insurance claims and refunds, among others.

> Savings for Canadians

Public Works and Government Services Canada is often described as the engine that powers the Government of Canada. It is an apt description indeed. Like all engines, peak performance depends on efficiency and the more efficient, the more cost-effective.

By reducing waste and streamlining the delivery of services, we ensure the optimal use of the financial resources – taxpayer dollars – that drive our Department and make it run. By striving to always deliver services that are more innovative, more timely and more green we keep our promise to consistently raise the quality of our work while lowering the cost to Canadians.

- > We helped Citizenship and Immigration Canada save up to \$5 million over the next five years by using a competitive bid process to procure electronic printing, variable imaging, offset printing, mail preparation and distribution services all of which will help in the production and mailing of its immigration kits.
- > We also helped Citizenship and Immigration Canada save approximately \$400,000 for the printing of two million visas and protective seals by negotiating and managing an agreement for these services.
- > We saved Canadians close to \$2 million by signing an eight-year lease for Statistics Canada offices in a new location in Halifax, Nova Scotia. The savings stem from a reduction in office space requirements, a cut to the required number of enclosed offices (from 28 to one) and a lower rental rate due in part to the eight-year term of the new lease.

We are especially proud of our on-site services in Kabul, Afghanistan and the provision of contract management training to Canadian Forces Personnel during military rotations. For example, during the closure of Camp Julien and the redeployment of troops to Kandahar, we were on the ground in Kabul with our troops for 25 days ensuring that closure activities were well managed. On the recommendation of the Governor General, one of our managers was awarded the General Service Medal for providing “direct support to operations in the presence of an armed enemy”.



> John Normandin was awarded a General Service Medal for his recent work in Kabul, Afghanistan. He manages a contract that supports Canada's missions abroad — delivering on-site services to our soldiers - and is our first employee to receive this Department of National Defence honour.

- > We saved taxpayers \$1.6 million after we launched the first department-wide Request for Volume Discount, an initiative to reduce costs by consolidating the procurement of desktop computers. Lower purchase prices, on average about 26 percent less than the Standing Offer price, led to lower maintenance costs and fewer technical support issues. Our commitment to set aside a percentage of annual procurement contracts for bidding processes open only to Aboriginal firms was incorporated into this initiative.
- > By engaging our National Master Standing Offer for imaging products, we generated over \$1 million in savings for client departments, mostly through the use of “requests for volume discounts”.
- > Concerns about data security and standardization requirements prevented us from using the National Master Standing Offer to lease photocopiers for the RCMP, but we still delivered the required number of machines and at a savings of more than \$3 million.
- > We saved \$1,178,753 by requesting and implementing a volume discount on the purchase of office furniture. We took advantage of National Master Standing Offers and reduced the procurement cycle time from an estimated 120 calendar days to approximately 15 days.
- > We achieved savings of \$2 million or 40 percent of the projected cost to replace several power generators in two government buildings in Gatineau, Quebec. By modifying the electrical distribution system in both buildings and ensuring sufficient capacity for a single, larger emergency power generator we needed only to install one new generator. This was accomplished in a dangerous and complex operation using a heavy crane, placing the 10-tonne emergency generator on the 12th floor of one of the buildings.
- > We saved Canadians more than \$320,000 by increasing address accuracy and reducing postage penalties on the 70 million Receiver General cheques issued and mailed each year.

Serving Our Troops - Serving Canada

Our negotiation skills and careful management of the contract for the Canadian Forces Contractor Augmentation Program helped save over \$6 million dollars in taxpayers' money. The Program provides the Canadian Forces with additional operational flexibility through enhanced support capacity and also frees up military personnel for employment where their military skills are most needed.

- > In order to meet the Department of National Defence's urgent need for Armoured Patrol Vehicles in support of the Canadian Forces deployment to Kandahar, Afghanistan we launched a joint team effort with the department to identify and procure the right product. We co-ordinated and conducted all the necessary activities to meet the extremely tight timelines and stringent demands of our client. Within less than two months the project team completed the requirement definition, obtained necessary approvals, conducted a competitive bid solicitation and evaluation process and awarded the contract.
- > We managed the competitive bid process for the provision of primary, specialized helicopter and multi-engine fixed wing pilot training and support services to the Canadian Forces. The competitive procurement process was fair, open, and transparent and benefited substantially from our in-depth consultations with industry leaders. The contract will ensure the long-term continuation of pilot training services for the Department of National Defence at the former Canadian Forces Base in Portage La Prairie, Manitoba.

Did you Know?

We renamed a Government of Canada building in Winnipeg *The Victory Building* as part of our Year of the Veteran tribute.

Honouring Canadian Veterans

We honoured our Canadian war heroes by designing and launching several initiatives to commemorate the Year of the Veteran. Our efforts successfully educated and informed Canadians while also increasing the visibility and accessibility of Government of Canada military publications. The highlights of our most prominent initiatives include the following:

- > We helped to make government military publications more easily accessible through our website by adding a Year of the Veteran section to the home page (see Year of the Veteran Publications at www.publications.gc.ca)
- > We conducted an email campaign to inform booksellers of government military titles.
- > We procured relevant services and awarded several competitive contracts in the service of Veterans Affairs Canada and in honour of the Year of the Veteran. The services we engaged delivered substantial logistical support for commemorative Year of the Veteran events in the Netherlands, France and Hong Kong all of which marked the 60th anniversary of the end of the World War II. We also helped arrange transportation, accommodation and hospitality for the aging Canadian veterans and their caregivers.

- > We produced a set of beautiful and educational commemorative materials to honour the Year of the Veteran. They served not only to honour veterans and educate employees but also to provide important historical context to our Department, once known as the Department of Munitions and Supply. The posters, newsletters and other materials we developed paid tribute to the considerable wartime contribution of our employees. Their achievements at the time included negotiating orders for military supplies and helping to build hospitals for Canadian veterans, temporary government buildings and housing for public servants, workers and veterans alike. The materials we produced also honoured the tens of thousands of women who entered the workforce for the first time.



Forging partnership with all levels of government and with business people in the private sector helps us to consolidate and focus our resources to better serve our clients. Achieving smarter, faster services at reduced costs is almost always the result of these collaborative efforts.



- > We won the prestigious Western Fair Association's Frank Flitton Display of Excellence Award for our management of the Canada Pavilion, a large, interactive, educational exhibit. Recognized for its creativity and design, the Canada Pavilion is a travelling display that gives Canadians an up-close look at government programs and services. The display won for its creative use of space, its engaging interactivity, overall look and creativity in addition to the expertise of its staff. The award-winning Canada Pavilion attracted over 400,000 visitors in 2005.

> In partnership across governments

- > We engaged private sector partners to deliver property management and project delivery services in 319 federal office buildings across Canada, 2.9 million square metres of space altogether. This new service delivery model ensures we remain accountable for standards and performance but benefit from specific skills and services provided by our private sector partners.
- > As chair and champion of the Sustainable Development in Government Operations Initiative, we spearheaded efforts to recognize environmental excellence by presenting the inaugural Synergy Awards in St. John's, NL. Over 20 federal departments and all four Atlantic Provinces have agreed to work together to meet their sustainable developments commitments in a consistent and co-ordinated manner. First place honours were awarded to the Newfoundland and Labrador Department of Environment and Conservation's Green Team, who have supported sustainable development programs for over 12 years.
- > We led a Government of Canada initiative to reduce consumption of electricity in response to a shortfall in electrical generation in Ontario brought on by the unusually hot summer weather and increased consumer demand.
 - We provided technical advice and helped shape the government's response while also reducing our own electrical demands at the operational level by implementing a range of measures, such as taking equipment "off grid" through the use of other fuel sources and delaying the scheduled operation of large electrical equipment until non-peak periods.
- Our ability to communicate effectively through the National Service Call Centre, specifically to building operators, was critical to the initiative's success.
- > We provided simultaneous interpretation of discussions among the hundreds of participants (scientists, academics and officials from various levels of government) who took part in a Web dialogue on water quality in the Great Lakes organized by the International Joint Commission. This nearly real time translation service allowed panellists to quickly read and answer questions and even respond to comments in the official language of their choice.
- > We launched construction of the Language Technologies Research Centre, a collaborative effort involving academia, government, associations and industry. Working with our partners, the National Research Council of Canada and the Université du Québec en Outaouais – all committed to supporting the Canadian language industry – this new Centre will advance us closer to our goal of promoting research, development and the transfer of language technologies.
- > We helped to develop new Global Positioning System technology in partnership with local, regional, and provincial levels of government and the private sector. This improved the ability of our Marine Services section in British Columbia to collect hydrographic survey data about the Fraser River on behalf of the Canadian Coast Guard.

Office of Small and Medium Enterprises

We launched the Office of Small and Medium Enterprises to facilitate the substantial contribution small and medium enterprises can make to meeting government supply requirements and to the transformation of supply and real property management.

It was created as a way to reach out to and connect with Canadian businesses across the country. The Office quickly and profoundly enhanced our understanding of private sector issues, and has made a significant contribution to the Department's transformation.

The most visible evidence of this was a series of six consultative workshops we held with approximately 155 small suppliers to government.

These workshops helped us to identify some of the most important issues and concerns shared by small suppliers related to procurement. They also served as a forum for suggestions and possible changes. We helped achieve consensus on several recommendations including:

- > An expanded, enhanced on-line marketplace for procuring professional services, the PS On-line. It is designed to act as a mandatory method of supply for frequent contracts for a variety of professional services under \$84,000. Client departments get the services they need rapidly and we are able to ensure high standards.
- > We launched the electronic distribution of Construction Drawings and Specifications Solution a new feature of the Government Electronic Tendering Service. It allows for the distribution of construction solicitation packages in a downloadable format. The implementation advances our commitment to Canadian businesses, particularly small and medium-sized, by facilitating access to government procurement opportunities.

Serving Canadians with an Outstanding Workforce

In everything they do, the people who make up our Department are dedicated to serving Canadians by always pursuing the best value; by doggedly searching for innovative ways to deliver our services smarter, faster and at a reduced cost.

Those who pursue their Public Service career with us are professionals who strive not only to meet, but to exceed the highest standards of performance excellence. Ours is a modern, thriving, representative Public Service, made up of a diverse group of Canadians who combine their enviable experience and expertise with an unwavering commitment to Canada.

- > We introduced a new level of awareness and excitement on the subject of employment equity and diversity in the workplace. Some of our most notable successes include the Confidential Work Force Profile survey, attendance at the National Committee of Federal Public Servants with Disabilities Congress in Ottawa, finding a mentor for an employee with a disability, a dream catcher workshop to commemorate Aboriginal Day, Lunch 'n' Learn events for Women's History Month and the Year of the Veteran, as well as International Day for Persons with Disabilities.

Greening government

Preserving the environment by greening the daily operations of government is a pillar of *The Way Forward* strategy. In fact, the other pillars – delivering smarter, faster services while reducing costs – would simply not be achievable without a green approach to everything we do.

> Leading Canada to a sustainable future

Environmental impact is a key factor in all our decisions not only because it's good for the environment; it's good for business as well. For example, by expanding electronic direct deposits, we saved the government \$86 million last year, and we reduced paper consumption equivalent to 45,000 trees.

As the chief buyer for the Government of Canada we purchase more than \$10 billion in goods and services. We have developed a Green Procurement Policy to ensure that the Government of Canada includes environmental performance in its procurement decisions.

Our fleet of vehicles is among the most efficient anywhere and we continued a series of measures to ensure that we remain leaders in this area. We used low emission fuels or technologies by significantly increasing our purchase of hybrid vehicles and vehicles that operate on alternative fuels. We also enhanced our position as leaders in sustainable building design and construction, as well as environmentally responsible property and land management.

Among the most significant green developments last year was the establishment of a new Office of Greening Government Operations. It consolidates our environmental expertise and provides government-wide leadership in the area of greening government operations.

It has also become the principal source of advice and guidance for the federal community regarding greening operations, specifically green procurement, green property

management, recycling and waste management, and risk management and remediation of contaminated sites. For the first time, this office will give the government a centre of expertise for the greening of government operations under one roof. It will bring together people with skills in policy, engineering, contracting and other areas to see the operations of government through a green lens.

The Office of Greening Government Operations will:

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

We are committed to reflecting the principles of sustainable development in all aspects of our role as a provider of services to other government departments, as a custodian of real property, and in our own internal operations. The Office of Greening Government Operations is a centerpiece of that effort.



> In the spirit of clean air and good health, PWGSC employees Jigme Nehring-Rongé, Joe Burris-Muise and Bonita Gagné recently hopped on the bus - the Vélobus - to show support for Clean Air Day. Over ten metres long, the city of Gatineau's Vélobus is the longest bike in the world.

- > Through our Office of Greening Government Operations and with the support of Environment Canada and the Treasury Board Secretariat, we hosted the first interdepartmental workshop on establishing government-wide priorities for greening government operations. Approximately 120 representatives from 29 departments and agencies attended and together began forming Sustainable Development Strategies to be tabled in Parliament.
- > We won the government-wide Commuter Challenge 2005 competition and as a result we earned the unofficial title of 'green giant' for the Government of Canada. Our employees walked, cycled, in-line skated and bussed their way to recognition. The Office of Greening Government Operations co-ordinated our efforts.

Other featured greening government achievements include the following:

- > We held a Sustainable Development Co-ordinator's Meeting with federal government representatives from across the country and also delivered green outreach and training sessions to hundreds of government employees including more than half of our own supply officers and the vast majority of our acquisition cardholders.
- > We delivered environmental assessment services for government organizations such as the Canadian Coast Guard, the Department of National Defence and Industry Canada. We also reviewed and approved programs for the acquisition of green products and services including reduced-pollution paints and remanufactured toner cartridges.

- > We also held a sustainable products forum in Ottawa to bring suppliers and government buyers together to stimulate the supply of and demand for green goods and services.
- > We supervised the preparation and sale of a wide range of surplus government assets to Canadians across the country. Our efforts help the government recover part of its original investment in these assets plus they ensure that the assets are reused rather than sent to landfill sites.
- > Working closely with Industry Canada's Computers for Schools Program, we helped deliver most surplus government computers to educational institutions across the country.
- > We worked with Environment Canada, Fisheries and Oceans Canada, Transport Canada as well as the Department of National Defence to develop environmentally sound processes for the disposal of decommissioned ships. For example, we helped transform former warships into artificial reefs for the sport diving community.
- > We administered the PaperSave Program, which collects approximately 10,000 metric tonnes of waste paper each year from government offices in the National Capital Region. We then sell this waste paper for reuse by paper companies in their pulping processes.

- > We identified and contracted the most cost-effective supplier who then recycled approximately 600 crates of lighting ballasts representing a total weight of approximately 200,000 kilograms along with approximately 700 crates of mixed aluminum shields and other mixed metals and plastics. Recycling these materials also means they were not sent to a landfill site.
- > We worked with the National Round Tables on Environment and Sustainable Development to obtain guidance and successful strategies for greening our operations from leading private sector executives at the Greening of Government Executives Forum. Together with 35 senior government officials from key government departments, we learned how five leading multi-national private sector corporations have embraced environmental sustainability and lessons learned in greening their operations.
- > Working together with Natural Resources Canada, we procured the communication services needed to engage and educate Canadian youth on energy efficiency and climate change. We delivered strong support in the development of the Statement of Work, evaluation criteria and evaluation grid.
- > We raised the bar for environmental performance by introducing more stringent environmental requirements for new office buildings and new long-term leases. New facilities are now required to meet the Leadership in Environmental and Energy Design Gold level standard. For example, our Building in Montreal at 740 Bel-Air Street now meets the Gold level standard.

- > We adopted the Building Owners and Managers Association Go Green Plus program to help us manage our office buildings in a more environmentally responsible way. With this program we will be better able to assess and benchmark a building's standards in several key areas, including energy, water, indoor environment and environmental management. The program will enhance the planning of building maintenance projects and makes it easier to predict how they will improve the environmental performance of a building.
- > We investigated the use of new techniques and technologies to improve our environmental performance. For example, in British Columbia we began using a new environmental technique to reduce pollution from the parking lots of one of our biggest clients, the Department of National Defence. The technique, called bioretention, filters runoff from a parking lot that usually carries automotive wastes such as fuel, oil and lubricants. These contaminants, left unimpeded, drain into waterways that eventually drain into the ocean. The new remediation approach uses vegetation to help filter these pollutants from the runoff before it enters natural streams and waterways.

From initial planning and throughout its construction, we incorporated sustainable principles and greening initiatives into the rehabilitation and upgrade of the Library of Parliament.



- > We set a new standard for sustainability by requiring that improvements to the Library of Parliament were all long lasting. This minimizes the need for maintenance or future upgrades while ensuring the Library will be beautiful and functional for decades.

> Conservation and sustainable renovations at the Library of Parliament

- > We saved valuable Library of Parliament heritage features by preserving, instead of replacing existing materials. This 'minimum intervention' approach to conservation helped us avoid replacing the entire structure, which in turn saved time and money.
- > We installed upgraded mechanical systems to optimize building performance, improve heating and cooling efficiencies and improve air quality.
- > We helped to preserve valuable land surrounding the Library of Parliament by excavating below the building within the existing footprint to provide space for new mechanical systems.
- > We removed toxic substances such as lead and asbestos from the building and introduced new durable and sustainable materials to replace them.
- > By partnering with the Library of Parliament we reduced its file space requirements while also improving air quality by digitizing 70 file cabinets of newspaper clippings.
- > We helped to develop protocols for cleaning and preserving the Library's historic book collections, specifically eliminating mold transfer to the newly renovated space.
- > We protected the building and its occupants from possible earthquakes by stabilizing the masonry, the iron dome and all components within the building to meet current seismic code requirements.
- > We installed a new thermal window system on each window to improve energy conservation.
- > We upgraded the Library's lighting systems and thus improved energy efficiency as well as working conditions.

Did you Know?

We improved the air quality, specifically the temperature and humidity, to create a superior environment for the storage of the Library's collections. Our approach protects the building from condensation and increases overall energy efficiency.

- > We exceeded our own rigorous waste diversion targets during the construction, renovation and demolition phases of the Library of Parliament project. We targeted 80 percent but instead diverted more than 82 percent or over 12,300 cubic yards of material from landfills for reuse and recycling, including wood, rock, wiring, metals, asphalt and light fixtures.
- > We generated creative and enduring new uses for discarded materials but with enduring historic value. We saved and made available for reuse the worn copper roofing to decorate the interior of the new Canadian War Museum, and provided damaged stones, copper and other materials for the Library to transform into boutique products.





Working from coast to coast to coast

As Canada's leading landlord and office space manager we have a profound influence on communities across the country.

> Building business across Canada

We house a population of 227,000 and manage over 7 million square metres of space in 1,840 locations all across Canada. We co-ordinate the office accommodation needs of over 100 federal departments and agencies on a city, regional or national scale and negotiate or manage about 2,100 leases worth approximately \$800 million.

In managing the government's substantial real estate portfolio – \$7 billion worth of federal real property altogether – we also provide expertise and technical services related to office accommodation, property management, architectural and engineering services, as well as management of major construction and restoration projects.

We contribute to the reintegration of under-used properties into communities and are deeply involved in the restoration of heritage assets from the Parliament Hill in Ottawa to the Canadian war memorials in Europe.

The breadth of our real property presence naturally affects communities everywhere in Canada, and so through our Good Neighbour Policy we consider such factors as access to public transit, infrastructure needs, and conserving or reusing buildings when we plan a new structure. Using industry-developed and approved environmental assessment tools in the design, construction and management of our buildings we set the highest possible standard for sustainable development. Our properties are now 34 percent more energy efficient and 24 percent more greenhouse gas efficient than they were in 1990 – and that saves taxpayers about \$19.2 million per year.

Through our Payments in Lieu of Taxes program, we distribute more than \$440 million to some 1,300 municipalities and other real property taxing authorities each year, which contributes to covering the cost of local government.

...IN THE WEST

- > Our new Office of Greening Government Operations in the Pacific Region designed and constructed a wastewater collection system at the Esquimalt Graving Dock. The new design prevents the discharge of over 1.5 million litres of wastewater containing paint washed off of ship hulls from being discharged to local waters and enables its safe collection. The new system and the team that built it have successfully raised the environmental standards for the entire Canadian ship repair industry and won a Deputy Minister Award of Excellence for their efforts.
- > We launched a mid-life refit of the Kamloops Federal Building using 3-D modeling. Traditional two-dimensional modeling requires three different sets of drawings for each project, showing the floor plan, elevation, and cross-section separately while three-dimensional software allows features to be added only once. The designer can then print any view of the building.

- > We acquired the 14.19-hectare Green Timbers site located in the City of Surrey. The site was purchased from the Province of British Columbia at a cost of \$5.4 million and will be used to relocate and accommodate the new RCMP E-Division headquarters. Given current Greater Vancouver Regional District land values and continued rising real estate prices, the site represents excellent value for Canadians, communities, and stakeholders.
- > We contributed major improvements to the Surrey Tax Centre half-life refit, a major retrofit of a 25 year-old 20,000-square metre Crown-owned building. The improvements include upgrading the heating, ventilation and air conditioning systems; upgrading the electrical systems; installation of a new roof to address structural deficiencies and meet seismic codes; architectural upgrades and refit to provide improved working environment and improved operational efficiencies and workflow; along with the provision of approximately 1,400 square metres of expansion space.
- > We provided critical advice and expertise in the design and installation of laboratory space at the National Research Council's new National Institute for Nanotechnology at the University of Alberta in Edmonton. The laboratory will be among the quietest in Canada. "Quiet space" refers to lab space with ultra-low vibration and minimal acoustical noise or electro-magnetic interference, critical for tiny nano-scale research. The new building will be among the most technologically advanced research facilities in the world.
- > We co-ordinated and managed a project with Parks Canada to improve the quality and safety of water and disposal systems for public usage. The area covered was vast, ranging from the flatlands of the Prairies to the mountainous regions of British Columbia and the tundra of Northern Canada.

- > Our Ceremonial and Protocol team arranged for the procurement of various on-site items necessary for the visit to Saskatchewan of Her Majesty The Queen and His Royal Highness The Duke of Edinburgh for the province's centennial celebrations.
- > We partnered with the RCMP to manage a complex accommodation requirement in Calgary brought on by expansion pressures from the launch of new policing programs and the decommissioning of the RCMP's existing location. We secured a lease and fit-up accommodations to collate several RCMP functions in a new District Office. The new facility houses nearly 300 personnel with more than one dozen units of the RCMP in a single location.

At the Centre of an Emergency

When the Canadian Food Inspection Agency discovered that a duck on a commercial farm in Chilliwack, B.C. was infected with a weak strain of Avian influenza one of the first calls investigators made was to our Pacific Region office. We quickly mobilized resources and expertise to set up an emergency operations centre. Our leasing officials worked around the clock to locate then acquire an appropriate location for the centre and then to ensure it was properly equipped. Their key tasks after acquiring the right office space included co-ordinating the installation of all the other necessary elements for an emergency centre including IT infrastructure, cabling and wiring, furniture and telephone systems.

Our work was so seamless that Canadian Food Inspection Agency staff were able to move into the new, fully functioning emergency operations centre only three days after the emergency was declared.



- > We officially opened the new Greenstone Building, a Government of Canada Building in Yellowknife, NT. Built according to the latest environmental and energy-efficient standards, the four storey, 7,200-square metre building houses 200 public service employees from approximately 15 departments and agencies.

...IN ONTARIO AND QUEBEC

- > We introduced the Laurel Awards to formally recognize employees in Ontario whose efforts and contributions help achieve regional objectives. Prominent among these objectives is the promotion of public sector values and principles including honour, integrity, and service excellence.
- > We led an environmental assessment of the deteriorating Laniel Dam in Laniel, Quebec approximately 400 km northwest of Ottawa. The assessment is critical to our plan to replace the dam, an important part of the network of dams controlling flooding on the Ottawa River. We led public consultations to ensure the replacement project meets the needs of the community without compromising the safe and responsible management of the dam and the environment.
- > We initiated and executed an environmental cleanup of the Burlington Lift Bridge east of the Burlington Skyway in southern Ontario. The adjacent soil had been contaminated with metals and other toxins so we initiated a project to remediate the site as part of the National Contaminated Sites Remediation Program. We removed approximately 1,400 tonnes of contaminated soil and replaced it with clean, graded topsoil and sod.
- > Operating a high vacuum system from an anchored barge and rototillers to loosen the soil, we completed a soil remediation project on an island in Ontario's St. Lawrence River for Fisheries and Oceans Canada.
- > We re-fitted and renovated heritage structures at 125 Sparks Street in Ottawa and 45 Sacré-Coeur in Gatineau, Quebec applying the same creative but practical sustainable principles.
- > We renovated several floors at our 4900 Yonge Street building by upgrading the furniture, heating, ventilation, air-conditioning and electrical systems as well as the lighting. We also transformed a former call centre into a video conference room, which enables our client departments to connect with more of their clients from more locations at one time.
- > We helped to complete the final component of four new institutions built to replace the outdated Prison for Women in Kingston, Ontario by analyzing the positive effects the facility could have on its inmates. We took a different perspective on 'close custody intervention centres' and designed a structure similar to a village, where 10-person houses surround a central administrative building. This served to instill a sense of community. Our approach and the facility were featured in the American Institute of Architects' prestigious Justice Facilities Review.
- > We advised Fisheries and Oceans Canada on a project to stabilize the Nottawasaga Lighthouse in Collingwood, Ontario, one of six Canadian Imperial Towers built in the 1850's. The lighthouse sustained heavy damage caused by lightning and severe storm conditions, prompting the need for our expertise. Central to the project's success were Elisabeth Ohi, Brigitte Ng, Bhupinder Seera, Joseph Helli, James Kokinnen, Victor Austin, and John Aidoo. For their efforts, they were presented with Accolade Awards.



- > One of our employees, Awad Loubani (top left), made a contribution to fostering middle east peace by serving as an Advisory Committee member for Peace Camp Canada, an initiative to help develop understanding and dialogue between Palestinian and Israeli youth.

...IN ATLANTIC CANADA

- > Setting new standards for sustainability and energy efficiency, we completed construction of the Newfoundland and Labrador Holyrood Royal Canadian Mounted Police Detachment Building. The new two-storey, 935-square metre building boasts several innovative environmental features including ground source heat pumps and passive solar heat collection as well as optimum building orientation. The building is projected to use 47 percent less energy each year than other detachments in the region and is already a model internationally for higher environmental standards.
- > We managed contaminated sites in the Atlantic Region in accordance with our Contaminated Sites Management Plan. At the same time we eliminated harmful ozone-depleting halons from all our facilities in the area. We also increased energy efficiency by decreasing greenhouse gas emissions by approximately 4,500 tonnes – enough gas to fill more than 4,000 two-storey, three-bedroom houses.
- > We developed an on-line Environmental Management System to provide extensive regional and general information on environmental management and sustainable development initiatives. The information is available on a Publiservice approved site. It enables our employees, tenants, and facility managers to access relevant Environmental Management System information as a tool to better manage the environmental impacts of their facilities.
- > We officially opened the RCMP's Cumberland Detachment in Amherst, Nova Scotia, the first RCMP Detachment in Canada to use wind as a primary source of power and the most energy efficient detachment in the country. The Detachment, which we designed, will save the RCMP approximately \$13,000 because of the wind turbine and it will reduce greenhouse gas emissions by 150 tonnes annually.

New Horizons in Newfoundland

We successfully transferred 35 hectares of federal land in Pleasantville, Newfoundland to the Canada Lands Company ending 40 years of maintaining the former American military base near St. John's. It was the first transfer of real property in Newfoundland under a new strategic disposal process.

We worked closely with the City of St. John's, the local community and other stakeholders in determining how best to proceed with selling this prime real estate located just minutes from downtown St. John's. The transfer represents an opportunity to incorporate a significant piece of real estate back into the community and plans are already underway for a new \$40 million Department of National Defence facility with nearby land being redeveloped as new residential, retail and recreational space.

- > We reduced both greenhouse gas emissions and the operational costs associated with the RCMP Headquarters in Fredericton, New Brunswick. This was achieved by replacing the building's two electric boilers with two natural gas fired boilers.
- > We attended 18 trade events for suppliers across the Atlantic Region as part of our continuing commitment to establish direct links between governments, entrepreneurs and businesses. These initiatives helped us speak directly with local suppliers to discuss the Department's product and service needs and to educate them on the most effective ways to sell products and services to the federal government.

Did you Know?

We reduced overall average water consumption in the Atlantic Region by 33 percent compared to consumption levels for the year 2000. This represents a savings of nearly 55 million litres of water - enough water to fill 22 Olympic-sized swimming pools.

...IN THE FAR NORTH

- > With winter fast approaching and the Government of Canada Building in Iqaluit deteriorating quickly, we managed the rehabilitation of the building's exterior envelope specifically, the skylights, windows, walls, roof and flashings, all of which were causing water infiltration and overall degradation of the structure. Phase one of the project was completed on time and an estimated \$350,000 under budget.
- > We completed construction of an operations complex for Environment Canada in Eureka, Nunavut. Eureka is in the high Arctic, which posed obvious logistical and environmental challenges.
- > We developed a multi-region web application for the Real Property Services in both Nunavut and the Northwest Territories to assist in office and housing management. We standardized the management processes of the two territories and completed extensive business analysis in the development of this application.

People Helping People

Helping our neighbours in their time of need – whatever the problem – is as Canadian a value as any we share. When Hurricane Katrina devastated the American Gulf Coast, Canadians watched along with the rest of the world as thousands of Americans were left stranded with no shelter, no food or clean water and many couldn't find members of their family. The images of terrible devastation inspired millions of people around the world to offer financial and humanitarian aid to the affected areas.

The story of the way we helped can be told through the tireless work of one of our Supply Officers, Theresa Brow. She was instrumental in securing items to be distributed to storm victims by the Department of National Defence as part of its relief project, Operation Unison. Theresa had access to our automated procurement system from home and was chosen as the main contact for the project. "It all started for me at about 9:30 on the morning of Saturday, September 3rd with my first call for 5,000 packages of diapers, 5,000 baby wipes, insect repellent, sun care and first aid kits," she said.

Working long hours during the Labour Day weekend, Theresa provided the contracting services necessary to acquire the goods. Though she normally handles the procurement of marine and industrial products, she was eager to pitch in and contract the essential supplies for hurricane victims.

In three days over the long weekend, Theresa issued 15 contracts. About 35 additional contracts were issued thereafter with a total value of \$1.8 million.

Taking advantage of the volunteer leave provision, some Ontario Region employees contributed their building skills to a Habitat for Humanity project in Barrie.



> The Cycle of Hope raised over \$150,000 with our Dave Elmore (left) personally raising over \$3,700.

- > We helped to raise \$125,000 for the victims of Hurricanes Katrina and Rita by co-ordinating the logistics for a Parliament Hill BBQ fundraiser.
- > Our office in Washington D.C. delivered vital support to the Canadian Embassy's Hurricane Katrina fundraiser which raised approximately \$23,000.

Support for Canada's Aboriginal Peoples

The significant and distinct contributions Canada's Aboriginal peoples have made to our culture and to our country have profoundly shaped our understanding of what it means to be Canadian. Part of that understanding is the obligation we share to ensure Canada's prosperity and opportunity are equally available to Canada's First Nations, Inuit and Métis peoples. It is incumbent on us to pursue economic and social success together with the understanding that we cannot sustain a truly prosperous society in the absence of economic growth and opportunity for everyone.

We also know that we strengthen our international interests by strengthening our unique culture and values here at home. As a result, it is a priority for our Department and for our government to continue to work with Canada's First Nations peoples; building together the foundation of the modern structures and processes necessary for the development of strong, stable governance as Canada's Aboriginal peoples move closer to self-government.

- > We signed a protocol agreement with the province of Nova Scotia and representatives of the local Mi'kmaw people to help guide discussions on future economic opportunities in the Sydney Tar Ponds and Coke Ovens cleanup. As a first step in implementing the agreement, the Sydney Tar Ponds Agency announced that it would contract part of the initial cleanup only to a firm with majority First Nations ownership and control.
- > Together with Indian and Northern Affairs Canada and First Nations in British Columbia, we signed an agreement that transfers ownership of over 750 water licenses to Aboriginal groups and calls for the upgrades of over 40 dams in B.C. Transferring these active water licenses strengthens First Nations' move to self-government and helps settle some outstanding land claims.
- > We participated in initiatives designed to enhance the relationship between the public service and Aboriginal communities. In collaboration with Canadian Heritage, we regularly make presentations to Aboriginal Youth promoting public service career opportunities. The presentation describes the advantages of working for government, the variety of career choices, profiles of various departments and agencies, and how to apply for positions.
- > Several of our Aboriginal employees in the Western Region participated in an interdepartmental Aboriginal Employees Network, which provides opportunities for Aboriginal federal government employees in Alberta to support and empower one another socially, culturally and professionally. Network members meet regularly hosting numerous workshops and events that promote the Aboriginal culture, raise awareness of its special contribution to Canadian life and inform participants who come from all walks of life about careers in the Public Service.

Did you Know?

Western Region's Dave Elmore was one of 37 cyclists to complete a 13-day bike tour from Nashville, Tennessee to Winnipeg, Manitoba to support Habitat for Humanity Winnipeg. Through the annual 'Cycle of Hope' tour, Dave and his trusty bike raised funds to help provide houses for low-income families in the Winnipeg area.

Cleaning Contaminated Sites in Canada's North

Indian and Northern Affairs Canada is responsible for the management and cleanup of contaminated sites but cannot do the work alone. Contaminated sites include abandoned and active mine sites, and former military, DEW-line and radio sites in Canada's northern territories. To help in this effort we signed a five-year Memorandum of Understanding with Indian and Northern Affairs Canada for the provision of dedicated engineering, project management and contracting support services for the assessment and remediation phases of the project life cycle for each contaminated site. Approximately 40 full-time equivalent positions will be created during the term of our agreement.

- > We offered environmental expertise to the Hupacasath First Nation of British Columbia to help establish a hydroelectricity plant that produces 'green' electricity, and to help reduce greenhouse gas emissions.
- > We reached several major milestones in 2005 including procuring critical services from Aboriginal businesses in support of program activities. These services include...
 - Care and maintenance for the former Giant Mine Site in Northwest Territories (NWT) (contract is valued at \$8.18 million);
 - Care and maintenance plus major civil works services for the Colomac Mine Site in NWT (contracts are valued at \$14.9 million and \$17.6 million respectively);
 - Remediation services for the Discovery Mine Site in NWT (contract valued at \$3.7 million);
 - Cleanup of two former DEW-line sites in NWT and Yukon (the contracts for this work are valued at a total of \$22.6 million).



Government On-line

More than any other people in the world, Canadians use the Internet to connect to their government and that makes Canada a world leader in delivering on-line government services to its citizens. We are simply the most connected country anywhere.

> Connecting Canadians to their government

The Secure Channel remains the centerpiece of the government's common IT infrastructure and delivers to Canadians and Canadian businesses secure, private, high-speed access to the government's many on-line services. It also provides network services for all federal departments. At least 130 federal government services are available on-line 24 hours a day, seven days a week including secure e-Government services.

The broad vision for Government On-line was first articulated in 1999 and virtually all the objectives set out since then have been achieved. For example, all government departments and agencies have Web sites with a common "look and feel"; the Government of Canada Web site (canada.gc.ca) provides one-click access to three main service gateways, which link services provided by different departments and agencies to Canadians, communities, non-Canadians, and Canadian businesses; some key transactional services are now available on-line (e.g. Canadians can now look at many personal tax details under "My Tax Account"); the secure channel protects the privacy of users and ensures the confidentiality of financial and other transactions.

Canadians seem to be clearly comfortable with and confident in government's use of technology understanding that the Internet is now well established as the second most common channel for contacting government after the phone, and that Web sites are fast becoming the starting point for many citizens in their dealings with the federal government. We have made fundamental contributions to this paradigm shift in the service of the Government and the people of Canada.

- > We completed a fully functional Government of Canada Marketplace prototype and demonstrated it to over 500 people representing approximately 50 government departments and agencies. The Government of Canada Marketplace is an on-line purchasing tool offering a single point of access to specific goods and services by using easily accessible Government of Canada electronic catalogues. This saves time and money by simplifying the purchasing process, reducing the cost of transactions and providing accurate information on commodities.
- > We first launched the Compensation Web Applications in our own department and are gradually introducing this capability throughout all of government. These applications enable employees to monitor and manage their own personal compensation plans. The applications use a Secure Channel solution to ensure employees' information is authenticated, secure and private.
- > We enhanced our role as an Information Technology Service provider to other government departments by realigning the functional structure of our information technology services. This realignment improved support for current services; prepared us for the growth of IT Shared Services; strengthened our CIO function and internal IT support; and redefined our regional role.

With the Internet and the incredible ease of communication today, we are connecting with people around the world in ways that seemed impossible not so long ago. It is helping to bring down walls while bringing people everywhere closer together. As a nation and as a government we know that isolation is not an option.

- > We won the Silver Award of Excellence in Customer Care from the Canadian Information Productivity Awards Program for the superior performance of the Secure Channel. The program is part of a renowned organization that recognizes world-class Canadian IT initiatives. The Secure Channel provides Canadians with fast and efficient, secure and private high-speed access to government services on-line.
- > We issued the one-millionth epass in 2005 - a trusted electronic credential that allows users to engage in secure, private electronic transactions with government. This means one in every thirty Canadians has used an epass and proves Canadians trust that an on-line transaction with epass will be secure and private. The Secure Channel is the centerpiece of the government's common IT infrastructure and serves as the technical and policy infrastructure for epass.
- > We increased access to the Government Electronic Tendering Service by eliminating subscription fees for access to the site. Suppliers seeking federal government contracting opportunities now have free basic access to information about procurement opportunities. The increased use of this service also supports the government's sustainable development initiative as it encourages electronic procurement, not paper-based.
- > Our Crown Assets Distribution Directorate website successfully attracted an increased number of new visitors, averaging just under 52,300 each month. This increase is a direct result of key improvements we made to the website in 2005. They include:
 - Improving the buyers' ability to view and edit their on-line profile regarding email notifications;
 - Re-engineering the email notifications set out to on-line buyers. These notices now indicate in much greater detail what has been added to our site. Specifically, it identifies those items in which buyers have previously expressed an interest and it provides links to view the sale items.
- > We were recognized, along with Statistics Canada, for the key role we played in an innovative project essential to the success of the 2006 Census. We won a prestigious GTEC award for our work on this project. It gives people across Canada the option of completing their census questionnaires on-line in an easy, secure and convenient way. The combination of the Secure Channel and our expertise (including translation of the Census into 62 languages) enabled Statistics Canada to ensure the confidentiality and security of Internet responses for the 2006 Census.
- > We completed the first stage of a government-wide multi-stage initiative to transfer services to an IT Shared Services model. The stages – Identification, Qualification, Transfer and Transformation – represent the components of a due diligence exercise wherein groups of departments work with us to analyze risk and complete opportunity planning for the transfer of IT services.

CANADA ON THE WORLD STAGE

To achieve our aims as a country and to be a true citizen of the world we must reach out and share the best we have to offer – our expertise, our goods and services and perhaps most of all, our vision for Canada and for the world.

A Green Conference on Climate Change

We played a significant role in the management of one of the largest meetings ever held in Canada - the 11th Annual United Nations Climate Change Conference, which took place in Montréal. It brought together delegates from 189 countries, and thousands of others hoping to take action on climate change.

We directly supported the Conference — managing everything from construction and set-up of the facilities to the rental of exhibit materials and display booths. We also worked with Environment Canada to make the Conference as 'green' as possible. Our green approach to contracting and procurement resulted in the use of energy efficient computers, green cleaning products, provision of recycling and more. Experts from our Office of Greening Government Operations were present at the Canada Pavilion — which featured a "Government is leading by example" theme for the 12-day event. Kiosks and green theme days helped to raise awareness of environmental issues.

We also helped organize guided green bus tours. A 'biobus', which uses ecological fuel made from waste vegetable and restaurant oils, led passengers around Montréal to showcase the green buildings in the area. Over 25 of these green building projects were also highlighted in a 13-day exhibit as part of the Canada Green Building Council's 'post Kyoto' program, run by PWGSC and Industry Canada.

We worked all day, every day of the United Nations Climate Change Conference to deliver round-the-clock translation of all relevant documents to the intense, extended discussions.

A milestone in the global effort to address climate change, the Conference marked a new chapter in inter-national dialogue and co-operation.

Did you Know?

For the fifth consecutive year, Canada ranked first out of the 22 countries surveyed in customer service maturity in e-Government, followed by the United States, Denmark, Singapore and Australia, according to the results of a study released by Accenture. Unlike previous years' reports, this study focused on the value the on-line services bring to citizens through multiple channels rather than simply measuring the number of government on-line services.

> Sharing Canadian expertise around the world

Our expertise is much sought after internationally and as a responsible global citizen we contribute as much of our knowledge and experience as often as we can. The impact of this contribution enhances the success of the projects we work on but it also enhances the name and reputation of our Department and of Canada throughout the world.

- > Eight of our translators from the Quebec City Unit were privileged to serve as scorers at the international grand finals of the prestigious Dictée des Amériques. And perhaps even more impressive, another of our translators sat on the jury. The Dictée des Amériques is a contest, which encourages excellence in the French language and serves as a source of motivation for all those who hold dear the influence of the French language and culture.

From Farming in Winnipeg to Fields in China

The agricultural sector in China has been profoundly affected by the increasing urbanization of its people. One byproduct has been the rise in demand for more specialized food products and improved food quality overall. To help small farmers meet these new expectations, the Canadian International Development Agency implemented the "Small Farmers Adapting to Global Markets Project". This project is being led by Agriculture and Agri-Food Canada but we are intimately involved through our Winnipeg acquisitions office. We arranged for courses to be offered to small farmers in northern China on how to grow forage crops, and to Chinese government officials on food safety and monitoring. We also established contracts for the design and delivery of various other training sessions, including a two-week course on the organization and regulation of the Canadian agricultural sector, technical training on the management of sheep and lamb, a course on meat hygiene and courses on results-based management. Moreover, technical experts have met with Chinese officials on the establishment of a China Farmers Association Development Strategy, which could provide a forum for the discussion of market and government issues.

> Conclusion

The most significant of our many accomplishments in the past year are described and given prominence in *Achievements 2005*. The successes featured in this report are justifiably a source of great pride for the devoted professionals of Public Works and Government Services Canada. These achievements serve to prove *The Way Forward* strategy is effectively guiding us toward smarter, faster more efficient services – all at a reduced cost to Canadians.

As this report clearly demonstrates, our people work at the highest professional and ethical standards serving our clients, other government departments and agencies, in a thorough, accountable and transparent way. The concrete results of these efforts are helping to advance our department further along the path we call *The Way Forward*. As we progress along this path our services grow ever more effective and efficient and our accomplishments more impressive and important – all of which is helping to create an even stronger Canada.

HOW TO CONTACT US

For more information about us or to obtain additional copies of this report, contact Public Works and Government Services Canada by email at questions@pwgsc.gc.ca or by phone at (819) 956 – 9201, or visit our Web site at www.pwgsc.gc.ca
