

As you will see, the reduced levels of expenditures have not only come from reducing transfer payments to individuals and to provinces. The most severe reductions have been made in government operating expenditures.

Expenditure control initiatives are not limited solely to cutting ongoing operations. We are also restructuring. To this end 46 separate organizations and advisory bodies will be wound up, privatized or consolidated with other organizations. This figure includes three new agencies which will be put on hold.

In today's difficult fiscal environment, there are not enough tax dollars to meet all the financial demands of government programs. Accordingly, the government is placing a priority on using the tax dollars available to finance the higher priority programs that benefit all Canadians.

Through user fees and cost recovery, the government is providing and improving services that it might not otherwise be able to afford and ensure that the best use is made of scarce resources. This gives paying clients more influence on the level of optional services provided by the program. Paying clients have a right to expect and demand a quality product or service at a reasonable price. User fees foster such a service-oriented operation and one that is more attentive to clients' needs.

In 1992, annual revenues from cost recovery and user fees are expected to exceed \$3.3 billion, which is a 5 per cent increase over 1991-92 and nearly double from 1984-85 levels. Departments and agencies are attempting to identify areas where the application of user fees or cost recovery is appropriate, resulting in a continuation of the rising trend in revenue generation.

In December 1989, the Prime Minister announced a major renewal exercise for the Public Service. It is what we call PS 2000. The aim of this exercise is to benefit the taxpayer and client by making more of the scarce tax dollars available for service delivery and for internal administration.

As an interim step in this process, a number of special operating agencies have been or soon will be established. The establishment of these agencies enables managers to run their organizations more like a business, with greater focus on results and service. They have greater freedom to serve the Canadian taxpayer better, and managers can adapt more rapidly to changing clients' needs.

Supply

Also beginning in 1993-94, operating budgets will be introduced, which are expected to benefit both clients and taxpayers. Operating budgets are intended to give managers more flexibility to decide the most efficient use of their allocated resources. It also allows them to make the most economical use of scarce tax dollars to deliver services better on a timely basis.

• (1030)

[*Translation*]

These changes are merely a sample of the measures the government is prepared to take as part of its reform to offer Canadians better service at reasonable cost.

The Main Estimates before the House today reflect the government's firm commitment to reducing spending and introducing fiscal reform in the interests of Canadian taxpayers. Considering our achievements so far, I am sure we are on the right track.

I am convinced that Canadians will react favourably to the changes we have made in the areas of spending restraint and improving program operations. We will continue our efforts to structure and administer government programs so as to serve the best interests of all Canadians.

[*English*]

Hon. Roger C. Simmons (Burin—St. George's): Madam Speaker, first of all I want to thank my friend from Beauharnois—Salaberry for his remarks.

He is the Parliamentary Secretary to the President of the Queen's Privy Council for Canada and Minister Responsible for Constitutional Affairs. The point to be made of course is that as competent as he is, he is not either the minister responsible for the Treasury Board or indeed the parliamentary secretary for the Treasury Board.

I understand his dilemma. He was told to do a job this morning and he did it reasonably well, given the facts he had to work with. The sadness of course is that the one responsible for this motion, the gentleman in whose name the motion stands, does not see fit to rise and defend it. I understand that. I say to him that it is a fairly indefensible request that he puts to the House, that we at this point in time ought to give yet another *carte blanche* for an amount approaching \$49 billion, \$48.8 billion.