



Privy Council Office

2001-2002
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

© Her Majesty the Queen in Right of Canada, represented by the Minister of Public Works and Government Services, 2001

Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2002-III-58

ISBN 0-660-61488-X

Privy Council Office

2001-2002 Estimates

Report on Plans and Priorities

The Right Honourable Jean Chrétien
Prime Minister of Canada

Table of Contents

I	MESSAGES	1
	<i>A. Prime Minister's Message</i>	1
	<i>B. Management Representation</i>	2
II	DEPARTMENTAL OVERVIEW	3
	<i>A. Mandate, Roles and Responsibilities</i>	3
	<i>B. Departmental Objective</i>	6
	<i>C. External Factors Influencing the Department</i>	6
	<i>D. Departmental Planned Spending</i>	7
III	PLANS, RESULTS AND RESOURCES	8
	<i>Business Line 1 – Office of the Prime Minister</i>	9
	<i>Business Line 2 – Ministers' Offices</i>	10
	<i>Business Line 3 – Privy Council Office</i>	11
	<i>Business Line 4 – Commissions of Inquiry, Task Forces and Others</i>	17
	<i>Business Line 5 – Corporate Services</i>	22
IV	JOINT INITIATIVES	25
V	FINANCIAL INFORMATION	26
VI	OTHER INFORMATION	30
	INDEX	31

I MESSAGES

A. *Prime Minister's Message*

As we enter the 21st century, Canada is well-prepared to meet the challenges of today's faster-paced world economy, to enrich our society by ensuring that all can contribute and to advance Canada's interests in the international arena.

Success in our more interdependent and more complex world will require the contribution of all Canadians. In the 2001 Speech from the Throne, the Government of Canada outlined a plan for its contribution in the following terms:

- build a world-leading economy driven by innovation, ideas and talent;
- create a more inclusive society where children get the right start in life, where quality health services are available to all, and where Canadians enjoy strong, safe communities;
- ensure a clean, healthy environment for Canadians and the preservation of our natural spaces; and
- raise Canada's profile and sense of citizenship in the world.

As it focusses on these priorities, the Government of Canada will be guided by the values of Canadians and will continue to be a prudent steward of the nation's finances.

To advance the Government's ambitious agenda, I will continue to rely on the advice and support of the Privy Council Office. The Government is also committed to the reforms needed in order that the Public Service of Canada might continue serving Canadians by providing quality services and programs in a way that is innovative, dynamic and reflective of the country's diversity.

I am pleased to present the 2001-2002 Report on the Plans and Priorities of the Privy Council Office. This report highlights the policy objectives, the related business lines and the plans to achieve those objectives.

B. Management Representation

Report on Plans and Priorities 2001-2002

I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the Privy Council Office.

To the best of my knowledge the information:

- accurately portrays the department's mandate, priorities, strategies and planned results of the organization;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Mel Cappe
Clerk of the Privy Council and Secretary to the Cabinet
March 2001

II DEPARTMENTAL OVERVIEW

A. *Mandate, Roles and Responsibilities*

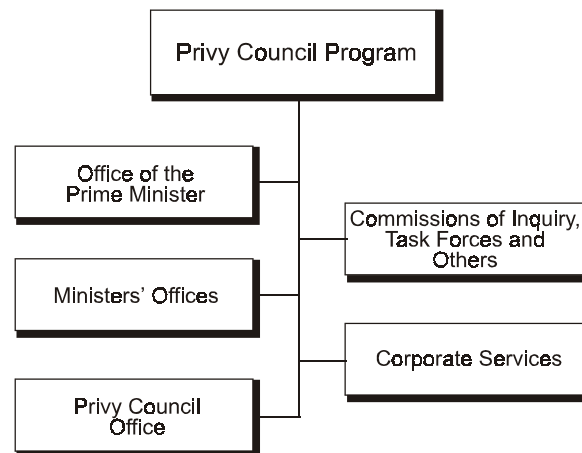
The Queen's Privy Council for Canada was established through the *Constitution Act, 1867* to advise and assist the Queen's representative, the Governor General. The Cabinet, which acts formally as the Privy Council, carries out this role.

The Privy Council Office (PCO) also came into being at Confederation. As the Prime Minister's department, PCO provides non-partisan advice on Government policies and priorities, and on the Government's organization and its relations with Parliament, the provinces, and other institutions. PCO also advises on the breakdown of responsibilities among Ministers, appointments of Deputy Ministers, and on special matters, such as national security. As well, PCO is the secretariat for the Cabinet and various committees.

The Prime Minister's Deputy Minister has carried the title Clerk of the Privy Council since 1867. A second title, Secretary to Cabinet, was added in 1940. Changes to the *Public Service Employment Act* in 1992 brought a third title, Head of the Public Service, and responsibility for setting the strategic directions for the Public Service.

The department's Program, called the Privy Council Office Program, comprises five business lines: Office of the Prime Minister, Ministers' Offices, Privy Council Office, Commissions of Inquiry, Task Forces and Others and Corporate Services. See Figure 1.

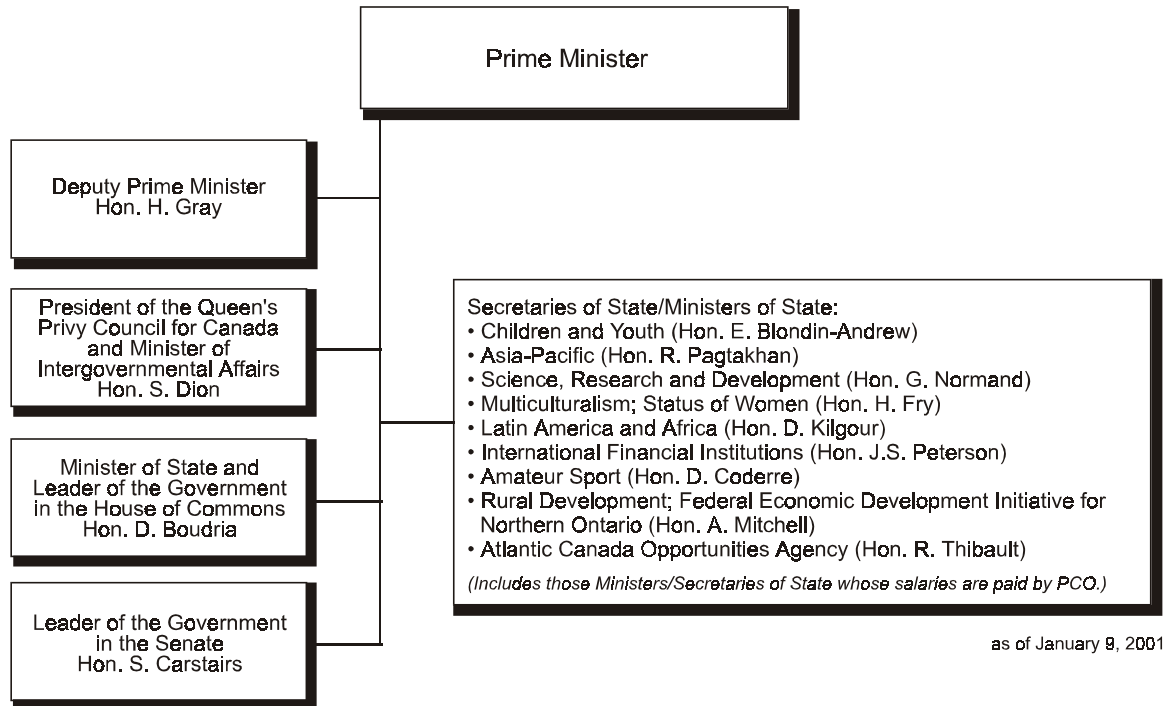
Figure 1: Departmental Structure



The **Office of the Prime Minister Business Line** is under the direction of the Prime Minister's Chief of Staff.

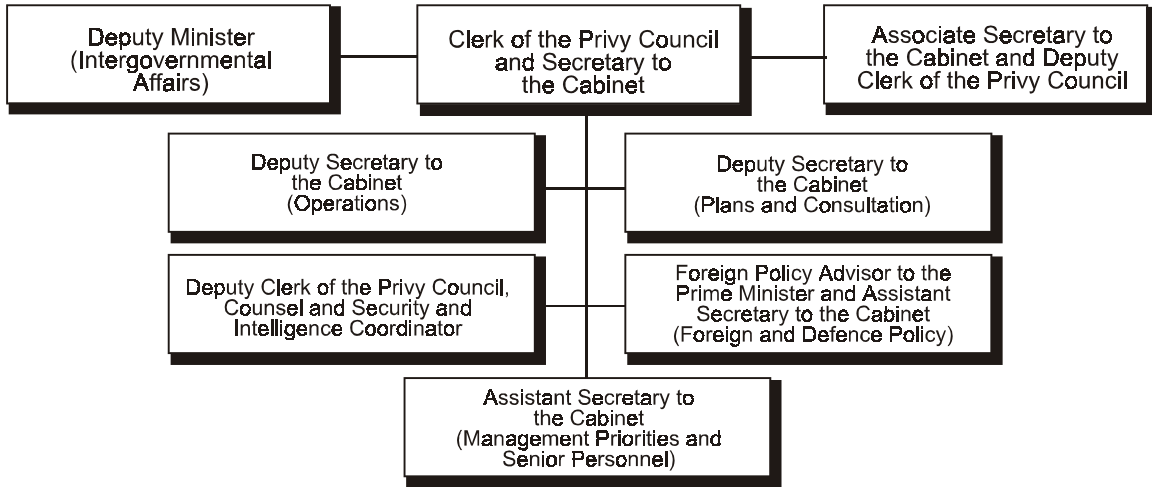
The **Ministers' Offices Business Line** consists of four Ministers' offices (see Figure 2). An executive assistant to each Minister is responsible for the management of each office.

Figure 2: Ministers' Offices Business Line Organization Chart



The **Privy Council Office Business Line** constitutes the core component of the Privy Council Office Program (see Figure 3). The Clerk of the Privy Council and Secretary to the Cabinet is accountable for the management of this business line and reports directly to the Prime Minister.

Figure 3: Privy Council Office Business Line Organization Chart



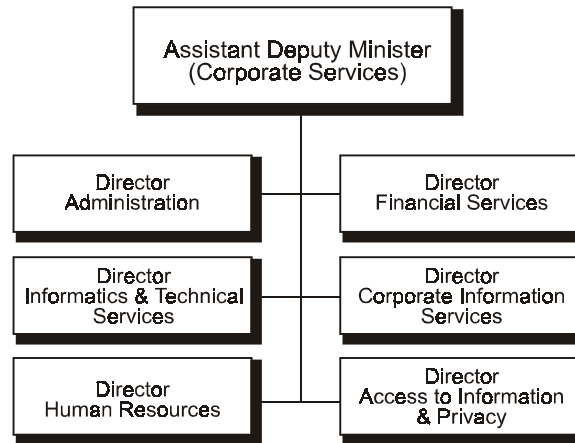
Presently, the **Commissions of Inquiry, Task Forces and Others Business Line** consists of the Indian Specific Claims Commission and the Policy Research Initiative.

The Indian Specific Claims Commission was originally established by Order in Council P.C. 1991-1329, dated July 15, 1991. A revised mandate was established by order in Council P.C. 1992-1730 on July 17, 1992. Two co-chairpersons are responsible for the management of this commission of inquiry.

The Policy Research Initiative was created in the summer of 1997 to strengthen policy capacity to better prepare Canada and Canadians to address the increasingly complex challenges of governance. The Policy Research Initiative is an independent organization that receives administrative support from the Privy Council Office. Two Deputy Ministers oversee this initiative.

The **Corporate Services Business Line** consists of Administration, Financial Services, Informatics and Technical Services, Corporate Information Services, Human Resources and Access to Information and Privacy (see Figure 4). The Assistant Deputy Minister, Corporate Services is responsible for the management of this business line.

Figure 4: Corporate Services Business Line Organization Chart



B. Departmental Objective

The strategic objective of the Privy Council Office Program is to provide for the operation and support of the central decision-making mechanism of the Government.

C. External Factors Influencing the Department

The Privy Council Office is a unique organization in the Government in that it serves as both the Cabinet Secretariat and the Prime Minister’s source of advice on a broad range of policy and operational issues, and matters relating to the management of the federation. In carrying out these duties, PCO must take into account a wide variety of public policy considerations and external factors.

Such external factors include: the implications for Canada of the emerging knowledge-based economy and society, economic performance across the country and internationally, demographic changes including diversity and aging, social and economic challenges of key groups in Canadian society, changing priorities of key partners and global trends and opportunities.

PCO must continue to provide accurate, sensitive and timely advice on key regional, national and international issues affecting the country. In doing so, PCO works collaboratively with other federal departments and agencies, provincial and territorial governments, the private and voluntary sectors, and international partners.

D. Departmental Planned Spending

(thousands of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Budgetary Main Estimates (gross)	95,035	101,299	93,268	87,573
Non-Budgetary Main estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	<u>95,035</u>	<u>101,299</u>	<u>93,268</u>	<u>87,573</u>
Adjustments **	6,411	-	-	-
Net Planned Spending	<u>101,446 *</u>	<u>101,299</u>	<u>93,268</u>	<u>87,573</u>
Less: Non-respendable revenue	645	645	645	645
Plus: Cost of services received without charge	10,674	10,827	10,550	10,555
Net Cost of Program	<u>111,475</u>	<u>111,481</u>	<u>103,173</u>	<u>97,483</u>
Full Time Equivalents	<u>792</u>	<u>811</u>	<u>754</u>	<u>754</u>
<p>* Reflects the best forecast of total net planned spending to the end of the fiscal year. ** Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget initiatives, Supplementary Estimates, etc.</p>				

III PLANS, RESULTS AND RESOURCES

This section explains the specific results that the Privy Council Office Program expects to deliver over the planning period, the strategy we plan to use as well as the associated costs.

Although the information is presented by Business Line, the level and focus of the information displayed for each of them will vary in accordance with their specific nature.

For instance, the information contained in this section will be concentrated in two Business Lines: the Privy Council Office Business Line and the Corporate Services Business Line since they represent the core components of the Privy Council Office Program.

Business Line 1 – Office of the Prime Minister

A. Net Planned Spending (thousands of dollars) and Full Time Equivalents (FTE)

Forecast Spending 2000-2001 *	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$6,912	\$6,900	\$6,900	\$6,900
85 FTE	85 FTE	85 FTE	85 FTE

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

B. Business Line Objective

To provide support services, information and advice to the Prime Minister.

C. Business Line Description

The Prime Minister's Office business line provides advice, information and special services to support the Prime Minister as Head of Government and Chairman of Cabinet. This includes liaison with ministers; issues management; communications, planning and operations related to representation of Canada in the international community; and support for certain political responsibilities, including relations with the Government caucus.

The business line also includes costs of operating the Official Residences of the Prime Minister. However, the National Capital Commission is responsible to furnish, maintain, heat and keep in repair the Prime Minister's Official Residences.

Business Line 2 – Ministers’ Offices

A. Net Planned Spending (thousands of dollars) and Full Time Equivalents (FTE)

Forecast Spending 2000-2001 *	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$7,673	\$8,339	\$8,339	\$8,339
82 FTE	80 FTE	80 FTE	80 FTE

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

B. Business Line Objective

To provide advice, information and support services to the Deputy Prime Minister, the President of the Privy Council and Minister of Intergovernmental Affairs, the Minister of State and Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.

C. Business Line Description

The Ministers’ Offices business line provides for the administration of several Ministers’ offices (see Figure 2) by providing support services, information and advice to those Ministers. This business line also includes salaries and allowances for Secretaries of State and Ministers of State who assist Cabinet Ministers in carrying out their responsibilities. The operating budgets for the offices of these Secretaries of State and Ministers of State are included in the Estimates of the respective departments.

Business Line 3 – Privy Council Office

A. Net Planned Spending (thousands of dollars) and Full Time Equivalents (FTE)

Forecast Spending 2000-2001 *	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$42,886	\$42,682	\$34,866	\$34,871
401 FTE	379 FTE	325 FTE	325 FTE

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

B. Business Line Objective

To support the Prime Minister and Cabinet in the operation of the central policy decision-making process and to provide advice and information to the Prime Minister in discharging his responsibilities as Head of Government and Chairman of the Cabinet. This also includes providing the necessary support to the four Ministers in the Prime Minister's Portfolio as well as the Minister designated as the Federal Interlocutor for Métis and Non-Status Indians.

C. Business Line Description

The overall responsibilities of the Privy Council Office Business Line (see Figure 4 for organizational structure) may be summarized as follows:

- provision of support and advice to the Prime Minister in his constitutional role as Head of Government and Advisor to the Crown;
- coordination and provision of material related to the meetings of Cabinet and committees of Cabinet for use by the Prime Minister, the chairpersons of committees, and members of committees;
- liaison with departments and agencies of government on Cabinet matters and other issues of importance to the Prime Minister and the Government;
- provision of support and advice to the Prime Minister respecting his prerogatives and responsibilities for the organization of the Government of Canada and for making recommendations to the Governor in Council on senior appointments; and
- provision of advice to the Prime Minister on national security and foreign intelligence matters.

Business Line 3 – Privy Council Office (Continued)

C. Business Line Description

The Privy Council Office is also responsible for supporting the Prime Minister and the Minister of Intergovernmental Affairs concerning the federal-provincial aspects of federal government policies. The Privy Council Office also supports the Leaders of the Government in the House of Commons and the Senate in the coordination and management of the Government's Parliamentary program and in the provision of policy advice on Parliamentary and electoral matters. In particular, it undertakes the following:

- formulates appropriate longer term policy relating to federal-provincial affairs and constitutional development;
- ensures that a federal-provincial perspective is brought to bear in the development of federal policies and programs, and provides information and analyses relating to emerging intergovernmental issues which require policy development;
- promotes and facilitates federal-provincial cooperation and consultation, and oversees federal activities pursuant to commitments and undertakings by First Ministers;
- provides administrative support and coordinates preparations for First Ministers' Conferences and meetings as well as for the Prime Minister's bilateral and multilateral meetings with his provincial counterparts; and
- provides advice on aboriginal affairs and maintains effective relations with representatives of aboriginal peoples, provincial and territorial governments and federal departments with respect to aboriginal issues, including aboriginal constitutional matters.

The Privy Council Office also supports the Minister designated as the Federal Interlocutor for Métis and Non-Status Indians.

While the above functions are expected to remain stable throughout the current time frame, the priorities of the Privy Council Office can be altered as a consequence of changes by the government to its established priorities, policies or direction, either in response to external pressures or by decisions to pursue different policy objectives.

Business Line 3 – Privy Council Office (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

<p>Key Result Commitment: Provide Canadians with good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.</p>	<p>Resources (thousands of dollars) \$42,682 in 2001-2002 \$34,866 in 2002-2003 \$34,871 in 2003-2004</p>
<p>Planned Result: Provide policy advice and support to the Prime Minister and to other Ministers within the Prime Minister's portfolio: the Deputy Prime Minister, the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs, the Minister of State and Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.</p> <p>Related Activities:</p> <ul style="list-style-type: none"> • Monitor social, economic, fiscal, legal, national security and foreign and defence policy issues, identify priorities and provide independent advice to the Prime Minister on these issues as necessary. • Work with federal departments and agencies to ensure the effective integration of consultation/engagement perspectives in policy advice to Ministers. • Propose strategic advice on policy and legislative priorities and the management and communication of the Government's agenda. • Provide strategic advice on managing relations with provincial and territorial governments in advancing federal priorities. • Assess the intergovernmental relations implications of federal initiatives and programs to support effective management of the federation. • Provide advice on the timing of, and agenda for, potential First Ministers' Meetings. • Provide strategic advice on policy priorities and on the management of the government's Aboriginal agenda, and on other emerging Aboriginal issues. • Provide support to the Federal Interlocutor for Métis and non-status Indians. • Prepare the Prime Minister for discussions with the leaders of other countries and multilateral organizations. • Provide ongoing advice on issues related to the structure and functioning of government. • Promote good governance and accountability practices in the Government of Canada. • Coordinate Public Service support for the Government's legislative program in Parliament. • Provide planning advice, including mechanisms for advancing key aspects of the policy agenda, particularly where horizontal management across government is required. • Develop networks with external policy, research and other professional organizations. 	

Business Line 3 – Privy Council Office (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

Planned Result:

Ensure the efficient operation of the Cabinet decision-making process in accordance with the principles of responsible government, as well as the Prime Minister's prerogative.

Related Activities:

- Manage the Cabinet decision-making process by arranging the timely and informed consideration of issues by the Government and by providing advice to the Chairs of Cabinet Committees (the Cabinet Committee for the Social Union, the Cabinet Committee for the Economic Union, the Special Committee of Council, and the Cabinet Committee on Government Communications) and to ad hoc meetings of Ministers.
- Monitor progress and inform Cabinet on the implementation of the Government's commitments, including the 2001 Speech from the Throne.
- Improve the effectiveness of the Cabinet Committee process, in partnership with other departments, by:
 - I] proposing long-term agendas for Cabinet Committee meetings;
 - I] ensuring timely and substantive interdepartmental meetings on issues for the consideration of Cabinet Committees; and
 - I] developing tools and training to assist departments in preparing Memoranda to Cabinet and other Cabinet documents.
- Provide advice on the effectiveness of, and possible improvements to, the Expenditure Management System.
- Facilitate the timely consideration by Cabinet of Canada's responses to international crises.
- Provide strategic advice and support to federal departments and agencies concerning adherence to the specific consultative and analytical requirements outlined in the Memoranda to Cabinet guidelines, the Cabinet Directive on Law-Making, and the Government of Canada Regulatory Policy.

Business Line 3 – Privy Council Office (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

Planned Result:

Ensure leadership and interdepartmental and central agency co-ordination on major policy, legal, legislative and regulatory issues.

Related Activities:

- Work with federal departments and agencies to ensure progress on the delivery of the Government's commitments as set out in the 2001 Speech from the Throne.
- Ensure timely and effective interdepartmental policy coordination in support of Cabinet consideration of major economic, social and regulatory issues affecting the Government.
- Support interdepartmental coordination of legal issues, particularly those affecting the Government as a whole, and legislative initiatives.
- Coordinate and facilitate the formulation and integration of foreign, international trade and defence policies.
- Provide strategic advice to federal departments and agencies, and monitor and coordinate their intergovernmental activities, including at meetings with provinces and territories and through joint programs and activities.
- Work with other federal organizations on implementing the Social Union Framework Agreement signed by First Ministers in February 1999.
- Provide strategic advice to federal departments on: treaty management, land claims and self-government agreements, Aboriginal constitutional matters, Aboriginal policy issues for Cabinet consideration, international indigenous rights issues, and the involvement of Aboriginal people in intergovernmental processes.
- Coordinate and advise senior management committees to advance the government's policy agenda and interdepartmental coordination of issues, including with the Coordinating Committee of Deputy Ministers Policy, the Deputy Ministers' Committee on Aboriginal Policy, and the Deputy Ministers' Challenge Team on Law-Making and Governance.
- Work with the Department of Foreign Affairs and International Trade to assist in the planning and execution of the Summit of the Americas in April, 2001.
- Ensure that departments adhere to broader policy and government-wide communications objectives by providing leadership and coordination services, supporting best practices, and providing advice on departmental communications plans, strategies and announcements.
- Promote effective horizontal consultations processes by providing leadership, coordinating departmental activities and promoting best practices and innovation.
- Ensure the effective application by all government departments and agencies of statutory provisions for the protection of Cabinet confidences.

Business Line 3 – Privy Council Office (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

Planned Result:

Ensure leadership and interdepartmental and central agency co-ordination on Public Service reform initiatives.

Related Activities:

- Report to the Prime Minister on the state and future directions of the Public Service of Canada.
- Work with central agencies, departments, federal regional councils, functional communities and others to deliver on the Government's commitment in the 2001 Speech from the Throne to "ensure that the Public Service is innovative, dynamic and reflective of the diversity of the country – able to attract and develop the talent needed to serve Canadians in the 21st century."
- Provide advice to the Clerk, as Head of the Public Service, regarding management priorities for the Public Service, strategic directions, options for reform and emerging issues.
- Support the Clerk on the Public Service management agenda of recruitment, retention, learning, and e-government, with emphasis on five priorities: recruiting top talent; increasing the diversity of the Public Service and, in particular, the representation of visible minorities; improving our capacity to work and deliver services in both official languages; strengthening financial management and modern comptrollership; and improving service delivery.
- Support the Clerk on a range of Public Service management issues, including pride and recognition, the collective management of Assistant Deputy Ministers, corporate development programs, renewal of labour relations and classification reform.
- Ensure that the management agenda for the Public Service is communicated effectively, both internally and externally; that appropriate renewal activities are undertaken in departments and corporately; and that integrated priorities are set in collaboration with central agencies.
- Coordinate and support the Committee of Senior Officials (COSO) and its sub-committees, Deputy Ministers' Breakfasts and Deputy Ministers' Retreats.
- Provide leadership on renewal initiatives for the communications community, including learning, training, professional development and recruitment and retention strategies.
- Provide leadership on developmental initiatives, including policies, research, training and operational tools, to enhance the capacity of the Public Service to effectively engage Canadians.

Business Line 4 – Commissions of Inquiry, Task Forces and Others

A. Net Planned Spending (thousands of dollars) and Full Time Equivalent (FTE)

Forecast Spending 2000-2001 *	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$10,041	\$10,140	\$10,140	\$4,440
24 FTE	35 FTE	35 FTE	35 FTE

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

The resource levels of this Business Line fluctuate from one year to the next depending on its composition. Currently it includes the Indian Specific Claims Commission and the Policy Research Initiative. It should be noted that funding for the Indian Specific Claims Commission will need to be determined subsequent to 2002-2003.

B. Business Line Objective

The objective of the Commissions of Inquiry, Task Forces and Others business line is to gather information and to report under specific terms of reference or to undertake independent projects or studies.

C. Business Line Description

This Business line consists of funding, as required, for Commissions of Inquiry appointed to make recommendations on specific issues and for the Task Forces and other persons or bodies that need to operate independently from the Privy Council Office, while still receiving the appropriate level of administrative services from the department.

Due to their independent nature and for administrative purposes, Commissions of Inquiry established under the *Inquiries Act* appear under the Privy Council Office Program.

Business Line 4 – Commissions of Inquiry, Task Forces and Others (Continued)

C. Business Line Description

The following describes the Indian Specific Claims Commission and the Policy Research Initiative which are the two components of the Commissions of Inquiry, Task Forces and Others Business Line for the planning years identified:

The ***Indian Specific Claims Commission*** conducts impartial inquiries when a First Nation disputes the rejection of its specific claim by the Minister of Indian Affairs and Northern Development, or when a First Nation disagrees with the compensation criteria used by government in negotiating the settlement of its claim. The Government is currently considering more than 600 specific claims by First Nations.

As well as conducting formal inquiries, the Commission may, at the request of the Government or a First Nation, provide or arrange for mediation. The Commission publishes reports and makes recommendations to all the parties involved in each claim, inquiry or mediation. The Commission must make an annual report to the Governor in Council and may file special reports at its discretion. The Commission's mandate has no expiry date.

The ***Policy Research Initiative*** (PRI) brings together policy researchers from over 30 federal departments and agencies, other governments, think tanks and universities from across Canada and beyond to work together to strengthen policy capacity. It does this by acting as a catalyst and helping to build partnerships, develop and synthesize research results and share knowledge. The PRI focuses on three objectives:

- expanding policy research on cross-cutting issues;
- augmenting research capacity to undertake policy development; and,
- building knowledge communities through research collaboration and sharing.

The PRI has developed a number of products that advance all three objectives:

- priority policy research relating to North American Integration, Social Cohesion and Sustainable Development;
- human resources development to improve the quality and capacity of policy research within government - Policy Research Development Program, Co-op coordination initiative, learning networks;
- the PRI web site www.policyresearch.gc.ca, a multi-disciplinary resource;
- *Horizons*, a policy research magazine;
- *Isuma: Canadian Journal of Policy Research*, a multi-disciplinary, quarterly journal;
- the annual *Canadian Policy Research Awards* honours and celebrates outstanding achievements; and,
- an annual cycle of seminars and conferences, including the annual National Policy Research Conference.

***Business Line 4 – Commissions of Inquiry, Task Forces and Others
(Continued)***

D. Key Results Commitments, Planned Results, Related Activities and Resources

Indian Specific Claims Commission

<p>Key Result Commitment: Assist First Nations and Canada in the settlement of specific land claims.</p>	<p>Resources (thousands of dollars) \$5,700 in 2001-2002 \$5,700 in 2002-2003 - - - in 2003-2004</p>
<p>Planned Result: Effectively respond to First Nations' increasing demands for the Commission's Inquiry and mediation services.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> · Ensure that adequate mechanism and processes are in place to enable the Commission to maintain its high quality of services and impartiality while absorbing the workload increase. 	
<p>Planned Result: Take a pro-active approach to improve the understanding among Canadians about the claims issues.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> · Launch a public education program to improve public awareness of the historical and legal issues surrounding the claims. The Commissioners are now actively involved in public speaking engagements across Canada. 	

***Business Line 4 – Commissions of Inquiry, Task Forces and Others
(Continued)***

D. Key Results Commitments, Planned Results, Related Activities and Resources

Policy Research Initiative

<p>Key Results Commitments:</p> <ul style="list-style-type: none"> · Expand research on emerging issues and better integrate it into policy development; · Build capable, sustainable and diverse capacity for policy development in Canada; · Build a community of knowledge by enabling researchers to link with one another, share research and knowledge, and celebrate achievement. 	<p>Resources (thousands of dollars)</p> <p>\$4,440 in each of the 3 planning years.</p>
--	--

<p>Expand research on emerging issues and better integrate it into policy development.</p>
<p>Planned Result: Deepen and accelerate collaborative research on emerging issues and integrate the results into the policy debate.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> · Develop and begin to deliver on collaborative research plans on current priorities: North American Linkages, Social Cohesion and Sustainable Development, with increased participation by government researchers, academics and think-tanks.

<p>Build capable, sustainable, diverse capacity policy development in Canada.</p>
<p>Planned Result: To begin implementing programs for the policy community to increase recruitment, retention and learning.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> · Develop and implement programs including the Policy Research Development Program, Policy Research Training Clearinghouse, and the Policy Research Co-op Program.

***Business Line 4 – Commissions of Inquiry, Task Forces and Others
(Continued)***

D. Key Results Commitments, Planned Results, Related Activities and Resources

Policy Research Initiative

Build a community of knowledge by enabling researchers to link with one another, share research and knowledge, and celebrate achievement.

Planned Result:

Enhance opportunities for policy researchers to compare results with colleagues, learn about others' research, work collaboratively, and celebrate their achievements.

Related Activities:

- Expand the reach and better target existing products providing opportunities for interaction, increase sharing of policy research, and recognition of contributions from the Canadian policy research community.

Business Line 5 – Corporate Services

A. Net Planned Spending (thousands of dollars) and Full Time Equivalents (FTE)

Forecast Spending 2000-2001 *	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$33,934	\$33,238	\$33,023	\$33,023
200 FTE	232 FTE	229 FTE	229 FTE

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

B. Business Line Objective

To provide cost efficient and effective financial, administrative, informatics, information management and personnel services in support of departmental operations and systems.

C. Business Line Description

The Corporate Services business line includes common and specialized services. Common services are provided to the other business lines. They include managing financial, administrative, information, informatics, technical and human resource services as well as co-ordinating responses to requests for access to information under the *Access to Information* and *Privacy Acts*.

Specialized services include operating the Prime Minister's switchboard, managing a correspondence unit responsible for non-political, non-personal mail addressed to the Prime Minister and Ministers within his portfolio and providing technical support for the Prime Minister's public appearances and travel.

As well, this business line provides certain administrative services to commissions of inquiry, task forces or other persons or bodies that are within the Privy Council Office Program but need to operate independently of the Privy Council Office.

Business Line 5 – Corporate Services (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

<p>Key Result Commitment: Provide Canadians with good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.</p>	<p>Resources (thousands of dollars) \$33,238 in 2001-2002 \$33,023 in 2002-2003 \$33,023 in 2003-2004</p>
<p>Planned Result: Effective corporate services that support and meet the diverse needs of our clientele.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> • Provide expert and timely administrative, financial, informatics, information, and human resource services. • Continue to maintain an improved, timely response to access and privacy requests. 	
<p>Planned Result: Improved access to accurate, relevant, integrated information for decision making.</p> <p>Related Activities:</p> <ul style="list-style-type: none"> • Continue to improve records management by providing client-centred training and awareness, innovative record-keeping solutions, piloting an electronic record and document management system. • Continue to develop the PCO Intranet as a key employee access point to electronic information holdings and services. 	
<p>Planned Result: An effective, knowledgeable, competent and fully representative workforce aligned to meet PCO's business needs.</p> <p>Related Activities:</p> <ul style="list-style-type: none"> • Working with managers and employees to define organizational priorities and initiatives to support workplace well-being and leadership development and develop a human resource strategy which addresses the challenges particular to the Privy Council Office. • Implement major Public Service-wide reform initiatives in areas such as the universal classification system, recruitment, retention, continuous learning, diversity, employment equity, and leadership development. 	
<p>Planned Result: A cost-efficient system to handle the volume of correspondence that Canadians address to their Prime Minister.</p> <p>Related Activity:</p> <ul style="list-style-type: none"> • Ensure adequate systems and resources to respond to the large volume of traditional mail and electronic correspondence addressed to the Prime Minister by Canadians. 	

Business Line 5 – Corporate Services (Continued)

D. Key Results Commitments, Planned Results, Related Activities and Resources

Planned Result:

The necessary technical infrastructure and information processing tools to enhance the decision-making process and to facilitate the implementation of technological developments and government-on-line services.

Related Activities:

- Maintain an infrastructure that keeps pace with changing technology and client demands while ensuring that security requirements are not compromised.
- Enhance the computer network to provide secure, cost-effective integration of telecommunications and multimedia services.
- Continue to move into Internet-based technology.
- Review the business and information needs of PCO to make the best use of technology in an efficient and integrated manner.
- Provide increased on-line access to financial and human resources information for managers and employees.

Planned Result:

Modern management practices in line with the government's Modernization of Comptrollership initiative.

Related Activities:

- Implement new accounting policies, continue to review business processes and provide training for full implementation of accrual accounting in the 2001-2002 fiscal year.
- Continue to work with Treasury Board Secretariat and the Receiver General of Canada on the implementation of the Government's Financial Information Strategy (FIS) over the next 3 years.
- Review and update internal policies to ensure they are aligned with modern management practices and new policies issued by Treasury Board in their role as the Government's Management Board.

IV JOINT INITIATIVES

Given its responsibilities to provide advice to the Prime Minister and to support the Cabinet decision-making process, the Privy Council Office is involved in many issues that have government-wide implications or that are of concern to a number of departments. Some of the major horizontal initiatives in which the Privy Council Office has particular responsibility include:

- ✓ Public Service reform;
- ✓ the Social Union Framework Agreement;
- ✓ the Voluntary Sector Initiative.

V FINANCIAL INFORMATION

This section provides a financial overview using the following set of financial tables:

- 1 - Summary of Transfer Payments
- 2 - Source of Respendable and Non-respendable Revenue
- 3 - Net Cost of Department for the Estimates Year

Table 1: Summary of Transfer Payments

(thousands of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Grants				
Business Line 3 - Privy Council Office	53	53	53	53
Contributions				
Business Line 3 - Privy Council Office	5,644	4,944	2,594	2,594
Other Transfer Payments	-	-	-	-
Total Grants, Contributions And Other Transfer Payments	5,697	4,997	2,647	2,647
* Reflects the best forecast of total transfer payments to the end of the fiscal year.				

Table 2: Source of Respendable and Non-respendable Revenue

(thousands of dollars)	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
Total Respendable Revenue	-	-	-	-
Goods and Services Tax	30	30	30	30
Adjustments to prior year's payables	375	375	375	375
Proceeds from the disposal of surplus Crown assets	35	35	35	35
Sale of statutory instruments pursuant to the <i>Instruments Acts</i>	2	2	2	2
Revenues pursuant to the <i>Access to Information Act</i> and <i>Privacy Act</i>	3	3	3	3
Sundries	200	200	200	200
Total Non-Respendable Revenue	645	645	645	645
Total Respendable and Non-Respendable Revenue	645 *	645	645	645

* Reflects the best forecast of total respendable and non-respendable revenues to the end of the fiscal year

Table 3: Net Cost of Department for the Estimates Year

(thousands of dollars)	Departmental Total 2001-2002
Net Planned Spending	101,299
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	7,021
Contributions covering employees' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (TBS)	3,703
Workmen's compensation coverage provided by Human Resources Canada	15
Salary and associated expenditures of legal services provided by Justice Canada	88
	10,827
<i>Less: Non-Respendable Revenue</i>	645
2001-2002 Net cost of Department	111,481

VI OTHER INFORMATION

List of Departmental Web Sites which can provide additional relevant information:

Prime Minister:	http://pm.gc.ca
Minister Boudria:	http://www.pco-bcp.gc.ca/igc
Minister Dion:	http://www.pco-bcp.gc.ca/aia
Privy Council Office:	http://www.pco-bcp.gc.ca
Indian Specific Claims Commission:	http://www.indianclaims.ca
Speech from the Throne:	http://www.pco-bcp.gc.ca/sft-ddt
Policy Research Initiative:	http://policyresearch.gc.ca

INDEX

- A**cts,
 Access to Information Act, 22-24, 28
 Constitution Act, 3
 Inquiries Act, 17
 Privacy Act, 22-23, 28
 Public Service Employment Act, 3
- C**abinet, 3-4, 6, 9-11, 13-15, 23-25
Canadians, 1, 5, 16, 19, 23
Commission,
 Commissions of Inquiry, 3, 5, 17-22
 Indian Specific Claims Commission,
 5, 17-19, 30
Corporate Services, 3, 5-6, 8, 22-24
- D**eputy Prime Minister, 4, 10, 13
- E**conomic Union, 14
- F**ederal,
 Federal Interlocutor for Métis and
 Non-Status Indians, 11-13
 Federal-provincial-territorial, 6,
 12-13
First Ministers, 12-15
First Nations, 18-19
- I**nitiative, 13-16, 23-25
 Policy Research Initiative, 5, 17-18,
 20-21, 30
- Intergovernmental, 12-15
 President of the Privy Council and
 Minister of Intergovernmental
 Affairs, 10
- L**eaders
 Leader of the Government in the
 House of Commons, 10-13
 Leader of the Government in the
 Senate, 10-13
- M**andate, 3, 5, 18
Ministers' Offices, 3-4, 10
- P**rime Minister, 1, 3-4, 6, 9-13, 16, 22-25,
 30
 Office of the, 3-4, 9
Privy Council Office, 1-6, 8, 11-17, 22-25,
 30
 Clerk of the, 2-4
Public Service, 1, 3, 13, 16, 23, 25
 Head of, 3, 16
 Reform, 1, 16, 23, 25
- S**ocial Union, Social Union Framework
 Agreement, 14-15, 25
State,
 Minister of State, 4, 10-13
 Secretary of State, 4, 10
Speech from the Throne, 1, 14-16, 30
- V**oluntary sector, 6, 25