



# Veterans Affairs Canada

2002-2003  
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 tabled in the spring 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.

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Veterans Affairs  
Canada

Anciens Combattants  
Canada

# VETERANS AFFAIRS

2002-2003  
Estimates

Part III - Report on  
Plans & Priorities

Approved:

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The Honourable Dr. Rey Pagtakhan, P.C., M.P.  
Minister of Veterans Affairs

Canada





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# Executive Summary

This document describes the plans and priorities for the Veterans Affairs Portfolio for 2002-2003. It identifies the strategic outcomes, planned results and related activities for the upcoming year and provides information to veterans' organizations and the general public concerning not only what we do, but more importantly, how we intend to meet our commitments to Canada's veterans and their families.

This document describes not only what we do, but more importantly, how we intend to meet our commitments to Canada's veterans and their families.

## Highlights for 2002-2003

In addition to continuing and improving ongoing program activities, Veterans Affairs will be concentrating its efforts in 2002-2003 on:

- Proposing policy changes to enhance the service provided to existing clients as well as clients with limited program access.
- Working in partnership with the Department of National Defence to improve accessibility to mental health clinical services for eligible Canadian Forces veterans and still-serving members who are suffering from psychological illnesses or injury resulting from their military service.





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- Offering an efficient and reliable way of identifying federal and provincial government information related to seniors programs and services.
  - Improving the quality of life and level of care for clients suffering from dementia.
  - Developing a Quality Assurance Program that will enable the assessment and evaluation of client service activities.
  - Renovating Ste. Anne's Hospital.
  - Enhancing the efficiencies of claims processes through the implementation of the Federal Health Claims Processing System.
  - Conducting extensive restoration work on the Vimy Memorial and other European memorial sites.
  - Broadening the Department's strategic policy capacity to respond to emerging issues and support Veterans Affairs' connections and contributions to the Government's broader policy agenda.
  - Conducting an evaluation of the Veterans Disability Pension Program.
  - Developing a Departmental Service Improvement Plan to respond to the June 2001 National Client Satisfaction Survey.
  - Improving internal and external communications.
  - Seeking innovations in practices and procedures to enhance the effectiveness of the Veterans Review and Appeal Board and improve service to its clients.







In the coming year, our efforts to promote good health and provide quality care will be strengthened and will focus on meeting the full range of health needs experienced by our clients.

## Messages

### Minister's Message

Canada is a caring, compassionate and peaceful nation where our quality of life is due in large part to the men and women who serve their country in times of war and peace. Canadians' respect for veterans and their families is directly linked to their outstanding contributions to the development of Canada as a nation, the preservation of freedom and the quest for world peace.

Veterans Affairs has established priorities and put strategies in place to advance the Government of Canada's objectives to ensure a higher quality of life for its citizens and to celebrate the achievements and history of our country. Our plan for moving ahead will promote the well-being and recognition of our veterans and other clients and will contribute to Canadians' understanding and awareness of our rich history and the sacrifices made during military, peacekeeping and humanitarian missions.

We are recognized as a leader in service excellence. Through our model of client-centred service, we will continue to enable our clients to live healthy and more independent lives. We will actively adapt our programs and improve services to respond to the evolving and increasingly complex needs of all our clients -





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Canada's war veterans, Canadian Forces veterans, still-serving Canadian Forces members, their families, and other eligible civilians.

In the coming year, our efforts to promote good health and provide quality care will be strengthened and will focus on meeting the full range of health needs experienced by our clients. This may extend beyond our Portfolio and cross over jurisdictional boundaries. We rely on evidence-based research when developing or changing programs, policies and initiatives that impact on our clients' lives.

Our Department continues to invest in modern technology to enable staff to more effectively access client information and provide better service. We are exploring ways to modernize the programs and services for CF clients and looking at areas that include transition and rehabilitation, among others. We will seek out new opportunities to collaborate in joint endeavours and to share best practices and innovative approaches for the benefit of our veterans, clients and their families and other Canadians.

Our vision and plans are based on the experiences of the past, a realistic assessment of current resources and, above all, an overwhelming desire by our staff to provide high-quality, sustainable programs and services to our clients.

The 2002-2003 Report on Plans and Priorities highlights how we will work with partners - veterans' organizations, the voluntary sector, health care providers, federal, provincial and territorial colleagues, and other stakeholders - to achieve excellence in the delivery of disability benefits and health care and commemorate the past and present achievements and sacrifices of those who served and continue to serve our country.

The Honourable Dr. Rey Pagtakhan, P.C., M.P.  
Minister of Veterans Affairs





## Agency Head's Message



The Board has historically always assumed the role as the “veteran’s friend”. It is our role to ensure that veterans receive all they are entitled to even if they fail to ask or ask too softly.

In the past few years the Board has had much of its attention focused on what might well be described as efficiency issues. Although such a focus is understandable, it cannot and should not be the only measure of success. Such emphasis on coping with the influx of new claims can blur our vision. Experience has taught us that our traditional veteran population tends to be soft of voice and almost too deferential to authority. We risk not hearing those voices. We honour these men and women when we recognize their sacrifices on far distant battlefields. We honour them as well when we acknowledge that their service to Canada and its allies was the highest and finest expression of human self-sacrifice. These veterans clearly have the greatest claim for our support and generosity. The Board has historically always assumed the role as the “veteran’s friend”. It is a role we are proud to discharge. It is our role to ensure that veterans receive all they are entitled to even if they fail to ask or ask too softly. There is no more certain way to guarantee this is done than to have a robust and independent Canadian tribunal overseeing the best interests of these clients. We will remember them.

Brian Chambers, Chair  
Veterans Review and Appeal Board





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## Management Representation

We submit, for tabling in Parliament, the *2002-2003 Report on Plans and Priorities* (RPP) for Veterans Affairs Canada (VAC) and the Veterans Review and Appeal Board (VRAB).

To the best of our knowledge, the information:

- accurately portrays the Portfolio's mandate, plans, priorities, strategies and expected key results of the organization;
- is consistent with Treasury Board Policy and instructions and 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.

We are satisfied with the quality assurance processes and procedures used for the preparation of the *Report on Plans and Priorities*.

The *Planning, Reporting and 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.



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Larry Murray, Deputy Minister  
Veterans Affairs Canada  
February 18, 2002



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Brian Chambers, Chair  
Veterans Review and Appeal Board  
February 14, 2002





Veterans Affairs' Portfolio exists to give meaning, purpose, and reality to Canada's commitment to veterans. The Portfolio repays the nation's debt of gratitude toward those whose courageous efforts have given us this legacy and have contributed to our growth as a nation.

## Our Objective

Canada's achievements in war and peacekeeping duties throughout the world have directly influenced its development as an independent country with a unique identity. The contribution made by our men and women for global peace and security has come at a heavy price in terms of lives sacrificed, health forfeited and hopes unfulfilled.

Veterans Affairs' Portfolio exists to give meaning, purpose, and reality to Canada's commitment to veterans. The Portfolio repays the nation's debt of gratitude toward those whose courageous efforts have given us this legacy and have contributed to our growth as a nation. The requirements, preferences, and expectations of our clients and their families directly shape the high quality, timely benefits and services we deliver to those who served and continue to serve our country.

## Our Mandate

**Veterans Affairs Canada** provides benefits and services to eligible Canadians who serve their country during periods of war and peace, including peacekeeping operations, and honours their sacrifice and achievements in the defence of freedom.





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**Veterans Review and Appeal Board** provides for full and exclusive jurisdiction to hear, determine and deal with all applications for review and appeal that may be made to the Board under the *Pension Act*, the *War Veterans Allowance Act* and other Acts of Parliament.

For a complete listing of legislative authorities, refer to page 55.

## Our Mission

To provide exemplary, client-centred services and benefits that respond to the needs of veterans, our other clients and their families, in recognition of their services to Canada; and to keep the memory of their achievements and sacrifices alive for all Canadians.

## Our Vision

Veterans Affairs vision is to provide exemplary service which honours the sacrifice and achievements of our veterans and clients.

## Our Values

Veterans Affairs values the contributions of our men and women to the development of Canada as a nation and honours the sacrifices they have made in the defence of freedom and the pursuit of world peace. In expressing Canada's gratitude to them we strive to exemplify the high principles which they have defended.

Integrity, respect, service, accountability, teamwork and balance are reflected in the benefits and services we deliver to our clients.

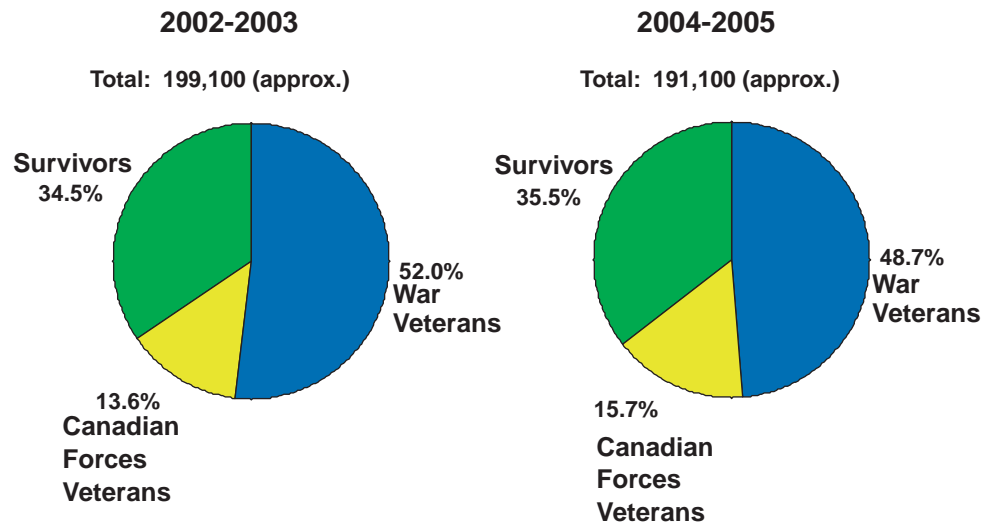
## Our Family Of Clients

Veterans Affairs provides quality services to all those contributing to Canada's military, peacekeeping and humanitarian efforts to help secure and maintain global peace. Our family of clients includes veterans and Canadian Forces still-serving members, members of the Royal Canadian Mounted Police, certain allied veterans and civilians as well as the survivors and dependants of these clients.





## Veterans Affairs' Clients



Canadians and the global community join us in honouring all those who serve our country through the Canada Remembers Program. Each year, we respond to thousands of inquiries regarding our programs, services and activities.

From 2002 to 2005, our total number of clients will remain relatively stable, decreasing by about 4%. While the number of war veterans is expected to decline by approximately 10% (103,508 to 93,126) and the number of survivors by about 1% (68,624 to 67,936), the number of Canadian Forces veterans is expected to increase by approximately 10% (27,017 to 30,077).

## Our Commitment

Our Portfolio directly touches the lives of thousands of clients and Canadians every day through various services, benefits and remembrance activities. Our programs fulfill Canada's obligation to provide high quality services and to deliver benefits to veterans in a way that satisfies the commitment to honour veterans' service and to compensate them for their sacrifices.

We provide compensation for hardships arising from disabilities and lost economic opportunities, innovative health and social services, professional legal





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assistance and recognition of the achievements and sacrifices of Canadians during periods of war and conflict. Our commitments are achieved through our programs - disability pensions, veterans' allowances, health care, pension advocacy, remembrance and the review and appeal of disability pension and allowance applications.

## Our Approach

Our approach to client service is based on personalized caring service, evidence-based self-determination, and informed choices by clients, access to case management services, staff-empowerment, and the establishment of effective partnerships.

## Our Challenges

Over the next year and beyond, Veterans Affairs will support Canada in meeting its challenges in the delivery of services and benefits to Canadians.

We will respond to the impact of the international counter terrorism activities by reviewing the adequacy of our programs and services in terms of eligibility and the range of services for our Canadian Forces clients. We will also examine our remembrance activities to ensure they reflect not only the sacrifices of our war era veterans but also our Canadian Forces veterans and clients.

While our client numbers will decrease at a relatively small and constant pace over the next several years, the complexity of delivering our services will increase due to the divergent and unique needs of our two primary client groups: aging war veteran clients, and Canadian Forces veterans and still-serving members. These clients will require enhanced, more attentive health care services and more personalized face-to-face assistance from our staff. Our client-centred service approach will optimize access to our full range of programs as well as those of provincial and local agencies.







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Veterans Affairs will identify innovative ways to ensure that the global community recognizes the contribution of our veterans and peacekeepers. The use of new technology will offer our clients service options which make it easier to access our economic, disability pension, health-related and remembrance programs.

Our expertise in the field of health care service delivery to seniors will be shared with other departments and agencies to enhance seniors' quality of life. We will also share our expertise with our international and national partners in the area of presentation and preservation of monuments and battlefield sites, as well as the development of innovative and interactive learning materials regarding the sacrifices and contributions of our veterans and peacekeepers.





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Strategic Outcomes,  
Plans and Priorities  
2002-2003

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## Strategic Outcome

The benefits and services delivered to our clients contribute to the independence, quality of life, and standard of living of Canada's veterans, eligible Canadian Forces veterans and still-serving members, qualified civilians and their families in recognition of their sacrifice to the nation.

**Benefits and Services Programs**  
**Total Planned Spending**  
**\$2,177.4 million**

## Benefits and Services Programs

Veterans Affairs Canada strives to achieve results. Our pensions and allowances and health care programs are designed to provide clients with a full range of benefits and services.

Our **Pensions and Allowances Programs** provide eligible clients with disability pensions, prisoner-of-war compensation, special awards, War Veterans Allowances and other economic benefits and survivor and dependant benefits. Our services include: counselling, assistance with the preparation of applications, free legal assistance at redress hearings, medical exams, adjudication, payment, account maintenance and responding to queries.

Our **Health Care Programs** are innovative and designed to anticipate and adapt to the evolving needs of eligible clients which may include a smooth transition to civilian life or into the appropriate institutional environment. Our health promotion and wellness initiatives attempt to assist our clients and Canadian seniors in maintaining independence for as long as possible.

Other programs include the Veterans Independence Program, Treatment and other Health-related Benefits, and Long-term Care.





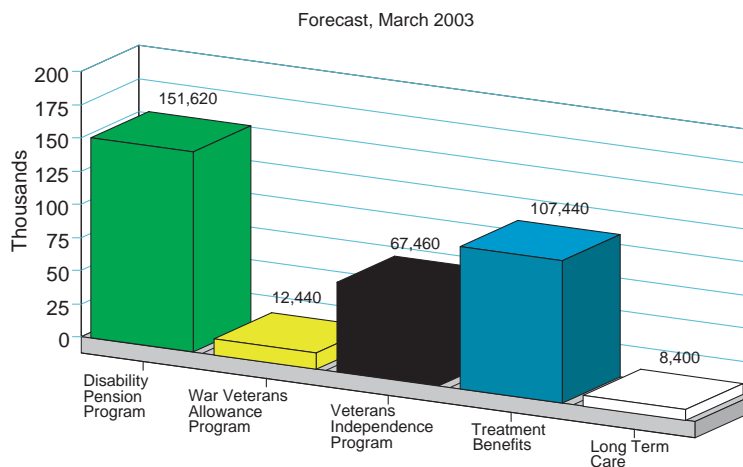
The Veterans Independence Program helps our clients to remain healthy and independent in their own homes or communities. Eligible clients receive treatment benefits not provided for through provincial health insurance plans and disability pensioners receive treatment for their pensioned conditions. Long-term institutional care is provided to eligible clients in contract and community care facilities or at Ste. Anne's Hospital.

## Challenges

We recognize the requirement to adapt to the changing needs of our clients. To meet this challenge we will maintain and improve our service excellence to war veterans and strengthen our services to Canadian Forces veterans, by achieving an overall improvement in the delivery of our health care and disability pension programs.

Over the next year, our priorities are to improve and expand services to Canadian Forces veterans; achieve continued improvements in the delivery of our health care programs and client-centred service approach; renovate Ste. Anne's Hospital and further its development as a centre of expertise in the care of the aged; and conduct a fundamental review of the disability pension process to address client concerns and bring about continued improvements.

### Forecast Number of Clients by Program\* - 2002-2003



\* Clients may receive benefits from several programs.





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## Results for 2002-2003

In recognition of their sacrifice to the nation, we provide our clients with benefits and services that contribute to their financial, mental, physical and social health and well-being. The following **eight planned results** and their related activities will fulfill the strategic outcome for the Benefits and Services Program:

- **Compensation for sacrifice in service to Canada**
- **Improved basic standard of living**
- **Client-centred services and programs delivered in a timely, fair and consistent manner**
- **Client independence and healthy lifestyle**
- **Optimization of health**
- **Appropriate care in the most suitable location**
- **Improved quality of life**
- **Quality “end of life” care**

## Planned Results One & Two

- **Compensation for sacrifice in service to Canada**
- **Improved basic standard of living**

### Key Partners

- Veterans' Organizations
- Department of National Defence
- Royal Canadian Mounted Police
- Community volunteer agencies across Canada





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## Related Activities

In addition to the provision of benefits provided under the Disability Pension Program and the War Veterans Allowance Program, the Department will ensure that the delivery of compensation and health care programs is responsive to the changing needs of its clients by initiating the following policy changes in support of:

- *Bill C-41* (S.C. 2000, c. 34): facilitating the delivery of pension benefits to eligible Canadian Forces veterans and still-serving members and the extension of full veterans' benefits to all civilian groups who served overseas in close support of war efforts.
- Enabling Canadian Forces veterans and still-serving members to receive an enhanced package of health benefits, services and care. These changes will also improve existing health care coverage for income qualified and disabled war veterans.
- Improving coordination with our partners in the delivery of pension and health care services, including the Royal Canadian Mounted Police and the Department of National Defence's Service Income Security Insurance Plan (SISIP).

We will respond to the decision of the Ontario Court of Appeal regarding the Authorson class action suit. The appeal of the claim for damages on the first ground of interest on monies which the Crown administered on behalf of veterans was argued in October 2001 and the Court decision is pending. The Summary Judgment Motion on the second issue ("Estates") is expected to be heard in the near future.





We will build the capacity of the voluntary sector to support the improvement of government programs, services and policies. We will, in partnership with the Royal Canadian Legion and other voluntary agencies, participate in the following projects:



- "*Review and Determination of Housing Issues for Veterans and Seniors*" Project: research and analysis will be conducted to enable the Royal Canadian Legion and VAC to

develop a better understanding of the future housing needs of veterans and seniors.

- "*Independent Living Policy Development*": VAC and other partners from the voluntary sector will participate in projects contributing to improving policy development in the area of independent living.

The **Table of Disabilities and Entitlement Guidelines Project** is underway. Greater client satisfaction through improved quality, equity and consistency of assessment and entitlement decisions will result from this project. Selected Entitlement Guidelines will be implemented in 2002-2003. System development is underway.





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## Planned Result Three

- **Client-centred services and programs delivered in a timely, fair and consistent manner**

### Key Partners

- Veterans' Organizations
- Health Canada
- National Defence
- Royal Canadian Mounted Police
- Provincial and Territorial Health Care Departments
- First Nation and Inuit Health Branch (Health Canada)
- Community volunteer agencies across Canada

### Related Activities

VAC, in partnership with the Department of Indian and Northern Affairs and National Defence, will continue to work towards finding a resolution to the issues raised in the **National Round Table on First Nations Veterans' Issues** report and the recommendations from the First Nations members of National Round Table. A separate process similar to this National Round Table is being used to address the concerns of Métis and Non-Status Indian veterans.

The **Continuum of Service Project** will facilitate the provision of services and benefits for aging war veterans, eligible Canadian Forces veterans and still-serving members and their integration into civilian life; and contribute to Canada's understanding of disabled and elderly populations and how their health needs can be better met.

The **Veterans Affairs Canada - Canadian Forces (VAC-CF) Project** is enhancing partnership and coordination activities with the Department of National Defence (DND) through initiatives that address legislative/policy issues, client services and program benefits







(including items related to mental health concerns and treatment) and issues related to CF member transition from military to civilian life. These activities include:



- Partnering with DND in the maintenance of operations at the DND-VAC Centre for the Support of Injured and Retired Members and their Families.
- Managing the VAC Assistance Service program for CF

veterans and their families who require professional counselling services.

- Providing executive secretariat support for the VAC-Canadian Forces Advisory Council and the VAC-DND Steering Committee.
- Using the CF Portal as an information repository for CF clients and other interested personnel.
- Increasing awareness within the CF community about our programs, policies, services and benefits through an increased presence on military bases, DND/CF briefings, implementation of pilot projects aimed at seamless client transition from DND to VAC, promoting VAC staff awareness of CF members' needs through comprehensive learning activities and providing information to still-serving members and their families, CF veterans and their families, and members of the Reserves.

Veterans Affairs Canada and the Department of National Defence (DND) have signed a Memorandum of Understanding that sets out the terms applicable to the **Mental Health Clinical Services Pilot Project**. This joint pilot project allows for the provision of mental health clinical services to CF veterans and still-serving members. This project provides for:





- Assessment, treatment and follow-up for clients who are suffering from psychological illnesses or injury resulting from their military service.
- Expansion of the Ste Anne's Hospital project to the Halifax Operational Trauma and Stress Support Centre (OTSSC) and other OTSS Centres to enable them to offer these specialized services to CF veterans on behalf of VAC.
- Consideration of proposals from community-based clinical agencies to offer these services to VAC and DND clients.

As the lead department in the Seniors Cluster, along with six founding partner departments, we have guided the development and the launch of the **Seniors Canada On-line** Web site. This portal offers an efficient and reliable way of identifying federal and provincial government



information related to programs, services and information to help Canadian seniors, their families, care givers and organizations providing support. The Web site may be accessed directly at [www.seniors.gc.ca](http://www.seniors.gc.ca) or through the Information and Services Gateway for Canadians on the Government of Canada Web site [www.canada.gc.ca](http://www.canada.gc.ca). In 2002-2003, further development of the site will result in:

- Advanced Internet technology, such as audio/visual aids to help seniors overcome their physical challenges when they use the site (e.g., limited vision).
- Presentation of federal and provincial government information listed by a major event/change affecting one's life such as retirement, bereavement or when needing home or institutional care.
- Pilot projects brought about through the Canadian Seniors Partnership, bringing together the three levels of government and the voluntary sector, which will look at improving services to seniors.





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The **Dementia Care Initiative** is designed to improve the quality of life and care for veterans and seniors with dementia by:

- Working with staff at priority access sites across the country to ensure that they are appropriately prepared, trained and supervised in the residential model of care for dementia residents.
- Researching innovative dementia care practices at priority access facilities and providing this information to staff in all facilities via a web-based publication.
- Sharing best practices in dementia care at priority access facilities and publishing the results of a VAC literature review.
- Encouraging priority access sites to expand into non-traditional roles by providing specialized community outreach services which may result in their becoming recognized as centres of excellence and leaders in dementia care for seniors on both a national and community level.
- Working collaboratively with provincial ministries of health, veterans organizations, and national, regional and local organizations such as the Alzheimer Society to advance the dementia care agenda.
- Completing consultant assessment projects at five priority access bed facilities. The assessments are resulting in site-based initiatives to improve operational and care practices.
- Developing a community-based outreach program to support dementia care for veterans and seniors.

The **Quality Assurance Program** will include quality assurance and quality improvement components to allow for the measurement and support of performance in relation to national standards and policies. This program will enable management and staff at all levels to work collaboratively to assess and evaluate client service activities by:

- Addressing process and performance measurements of the Client-centred Service Approach functions – reception, screening, area counsellor and nursing assessments and care planning.
- Validating the quality assurance tools and processes used at two pilot sites.





- Promoting the *QA Program* to management and staff to ensure organizational understanding, support and commitment.
- Identifying opportunities for improvement of the CCSA case management processes at district, regional and national levels.
- Implementing the *QA Program* on a national basis, including accountability structure; in keeping with the Service Improvement Initiative.

Our quest for more efficient processing of claims has resulted in the development of the **Federal Health Claims Processing Systems** project, which is expected to be implemented in Fall of 2003. The project will include:

- Claims processing aspects of both the Veterans Independence Program (VIP) and Treatment programs for Veterans Affairs Canada.
- Increased flexibility for clients through the inclusion of VIP payment processing within the contract.
- Complete health claims processing for the Royal Canadian Mounted Police (RCMP) and all off-garrison health claims processing for the Department of National Defence (DND); a reduction of duplication in system development at a savings of \$20 million for VAC and its two partners.
- Provision of detailed management information to enhance the management of health programs.





- Additional capacity for participating departments to focus on their core competencies while contracting out claims processing to the private sector.
- Flexible client payment process through improved documentation and billing procedures.

## Planned Results Four through Eight

- **Client independence and healthy lifestyle**
- **Optimization of health**
- **Appropriate care in the most suitable location**
- **Improved quality of life**
- **Quality “end of life” care**

### Key Partners

- Veterans’ Organizations
- Health Canada
- Royal Canadian Mounted Police
- First Nation and Inuit Health Branch (Health Canada)
- Provincial and Territorial Health Care Departments
- National Defence
- Industry Canada

### Related Activities



In addition to the ongoing delivery of benefits and services under the Veterans Independence Program and the Treatment and Other Health-related Benefits, we will be focussing our attention on many activities.

Ste. Anne's Hospital, west of Montreal, is the last federal hospital still administered by Veterans Affairs Canada.





This long-term care facility currently hosts some 560 veterans and eligible civilians. Planned activities at Ste. Anne's Hospital include:

- Commencing of a \$67.7 million renovation and modernization project that will upgrade the facility (for additional information, refer to *Details of Major Capital Spending* on page 42).
- Maintaining of the quality of services delivered to resident veterans during the renovation process.
- Providing mental health services to war service veterans, Canadian Forces veterans and their families at Ste. Anne's Hospital Mental Health Clinic, developed in partnership with the Department of National Defence.
- Promoting of Ste. Anne's Hospital as a centre of expertise in seniors' care.
- Fostering the partnership between Ste. Anne's Hospital and the province of Quebec.

We will assist independence and improve our clients' quality of life through "**Health Promotion**" by collaborating with Health Canada to deliver a four-year **Falls Prevention Initiative** which identifies effective falls prevention strategies for veterans and seniors.



Falls often have a grave impact on independence and quality of life and can be very expensive to the health care system. Our strategies will enhance our knowledge of reducing the number and/or severity of falls and will result in the development of products and strategic interventions at a community-based level. This initiative is important for our clients and the aging Canadian population (for additional information, refer to page 54).

As well, we will partner with Industry Canada and the Royal Canadian Legion (RCL) in the **Accessing Health Information Project**. This initiative provides our clients with access to computers, the internet and information to assist them in making informed decisions about their health.





This project also supports our Government On-Line objectives. Health information will continue to be disseminated to our clients through partnerships with selected Legion branches in many provinces.

Our policy area is being restructured to better respond to the health promotion and rehabilitation needs of releasing Canadian Forces members and their families. We will solidify partnership ventures with the Department of National Defence and establish a coordinated national policy and program approach to health promotion and rehabilitation which will result in the successful re-integration of military members in civilian society.

The **Residential Care Strategy** provides a framework to ensure that both the current and future long-term care needs of veterans will be appropriately addressed. The guiding principles of the strategy include respecting provincial jurisdiction while assuring priority status for veterans; and responding quickly to the changing needs of veterans.



Planned activities include hosting a National Best Practices in Long-Term Care meeting (Fall of 2002) in Victoria, British Columbia; national implementation of the Overseas Service Veteran (OSV) At-home Initiative; and the allocation of additional beds to eligible clients under the Overseas Service Veteran (OSV) Wait List Management project.

We will also conduct research to support the improvement of service delivery to clients and contribute to broader national policy issues. Our activities will focus on client service research in the areas of caregiving, health promotion and mental health; policy research in the area of national homecare; medical research in emerging health areas to support operational areas; and statistical support to operational areas.





## Pensions Advocacy Program

The Pensions Advocacy Program, delivered by the Bureau of Pensions Advocates, provides legal advice and representation to veterans and other eligible clients for reviews or appeals of unfavourable or partially favourable entitlement or assessment pension or allowance decisions rendered at the first level of adjudication, or for final appeals of War Veterans Allowance decisions. The Bureau also represents still-serving Canadian Forces members and Royal Canadian Mounted Police clients in their redress of duty-related disability pension application decisions.

The Bureau of Pensions Advocates, alone or in conjunction with other organizations such as the Royal Canadian Legion, represents approximately 95% of veterans and other eligible clients appearing before the Veterans Review and Appeal Board. The number of clients represented each year is affected by the outcome of decisions at the first application level.

### **Strategic Outcome**

The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances.

**Pensions Advocacy Program  
Total Planned Spending  
\$7.7 million**







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## Results for 2002-2003

- **Clients being informed of the process and their rights**
- **Professional case preparation and representation**
- **Service Improvement**

## Planned Result One

- **Clients being informed of the process and their rights**

### **Related Activities**

The Bureau of Pensions Advocates (BPA) will continue to counsel and offer services to all clients who consider requesting a review or appeal of an unfavourable or partially favourable entitlement or assessment of a pension decision rendered at the first level of adjudication, or a request for a final appeal of a War Veterans Allowance decision.

## Planned Result Two

- **Professional case preparation and representation**

### **Related Activities**

The Bureau of Pensions Advocates will continue to support its clients by:

- Preparing cases and representing its clients.
- Informing clients about their rights and the review and appeal process.
- Conducting peer reviews and feedback of cases presented by the Bureau of Pensions Advocates, as well as decision reviews by senior management, to ensure quality and professionalism in case preparation and representation.
- Conducting in-depth evaluation of case preparation and representation by senior management to ensure quality and professionalism.





- Reviewing decisions, upon client request, and, where there are perceived errors of fact or errors of law in a given case, and counselling clients regarding their rights to proceed to higher levels of adjudication.

## Planned Result Three

- **Service Improvement**

### Related Activities

In consultation with clients, a number of client-based service standards have been developed to address quality aspects associated with service delivery. Progress against these standards will be monitored to measure compliance and, where required, action will be initiated in areas that require improvement. In addition, resources will be allocated closer to our clients.





## Strategic Outcome

A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.

**Canada Remembers Program  
Total Planned Spending  
\$34.0 million**

**Canadian Battlefield Memorial  
Restoration Project  
Total Planned Spending  
\$3.2 million**

## Canada Remembers Program

The Canada Remembers Program keeps the memory of the achievements and sacrifices of our veterans and peacekeepers alive for all Canadians by issuing honours and awards, organizing pilgrimages and ceremonies, funding funerals and burials, maintaining memorials, managing visitors' sites, engaging the community in remembrance projects, leading and supporting Veterans' Week activities, providing products and learning materials for public information and maintaining the Canadian Virtual War Memorial.

### Results for 2002-2003

- **Veterans' recognition in life and death**
- **Maintenance, preservation and presentation of Canada's commemorative resources which are among the nation's symbols of identity**
- **Increased involvement in remembrance activities**
- **Increased knowledge and public awareness of the contribution made by those who served Canada in times of war and peace**





## Planned Result One

- **Veterans' recognition in life and death**

### Key Partners

- Last Post Fund
- Foreign Governments
- Canadian Heritage
- Department of National Defence
- Commonwealth War Graves Commission
- Public Works and Government Services Canada
- Department of Foreign Affairs and International Trade
- Veterans Organizations

### Related Activities

We will keep the memory of the achievements and sacrifices of our veterans and peacekeepers alive through the **Honours and Awards Program**, whereby an estimated 4,000 medals and 2,600 replacement medals will be issued.



We will commemorate the 60th Anniversary of Dieppe and the 85th Anniversary of Vimy Ridge, and continue to conduct annual ceremonies during the year, as required (for example, supporting the burial of remains found overseas).



We will finalize the transfer of authority for payment of all funeral and burial benefits to the Last Post Fund. In addition, we will continue to maintain the graves of veterans and cemeteries managed by the Department as well as the Canadian grave sites for service personnel, veterans and others who have been laid to rest at the expense of Canada (approximately 300,000) located in about 15,000 cemeteries across Canada.





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## Planned Result Two

- **The maintenance, preservation and presentation of Canada's commemorative resources which are among the nation's symbols of identity.**

### Key Partners

- Commonwealth War Graves Commission
- Foreign Governments
- Public Works and Government Services Canada
- Canadian Battlefield Memorials Restoration Project

### Related Activities

The **Canadian Battlefield Memorial Restoration Project (CBMRP)**, a \$30 million initiative, focusing on the restoration of Canada's European memorials has begun. The five-year CBMRP will conduct extensive restoration work on the Vimy memorial, restoration work on the other 12 European memorial sites, and develop long-term plans for the conservation, presentation and maintenance of these memorials. (For additional information, refer to *Details of Major Capital Spending* on pages 42 and 43.)



Two important sites, the Vimy Memorial Park and the Beaumont-Hamel Newfoundland Memorial receive 750,000 and 200,000 visitors annually. We will continue to manage and promote these two important historical sites.

In addition, eleven other European war memorials and two cemeteries located in Esquimalt, British Columbia, and Halifax, Nova Scotia, are open to the public.





## Planned Result Three

- **Increased involvement in remembrance activities**

### Key Partners

- Veterans Organizations
- Canadian War Museum
- Canadian Heritage

### Related Activities

Efforts will be directed at developing and facilitating remembrance projects on a national and community basis, including remembrance ceremonies, special events, development of commemorative elements of the Web site, and national presentation of commemorative messages. We will continue to provide support for community ceremonies and other outreach activities across the country.



The week leading to Remembrance Day, Veterans' Week, provides Canadians with the opportunity to pay their respects and recognize the efforts of Canada's veterans. We will continue to lead and support this nationwide initiative through remembrance activities and will explore opportunities and strategies to extend such activities throughout the year.





## Planned Result Four

- **Increased knowledge and public awareness of the contribution made by those who served Canada in times of war and peace**

### Key Partners

- Industry Canada
- Canadian Heritage
- Veterans Organizations
- Provincial/Territorial Departments of Education

### Related Activities

The Canada Remembers Program will continue to provide information and learning materials to students, educators and youth-oriented organizations throughout Canada; and foster youth engagement in remembrance through learning activities and alliances. New opportunities to provide on-line services will continue to be explored.

As well, VAC will continue to maintain the **Canadian Virtual War Memorial** located on the VAC Web site at [www.virtualmemorial.gc.ca](http://www.virtualmemorial.gc.ca).





## Corporate Administration

### Supporting Veterans Affairs' Strategic Objectives

Corporate Administration provides the support necessary to enable the organization to set direction, manage change and assess performance by:

- Advancing the development of its information technology capacity in support of service improvement and organizational effectiveness.
- Enhancing its strategic policy capacity in support of greater involvement in national policy issues.
- Strategic human resources planning to align human resources management with strategic objectives.
- Improving its communications capacity.
- Better integration and coordination of strategic, business, human resource, information management, information technology and sustainable development planning.

Corporate Administration activities focus on service improvement and organizational effectiveness through the strategic management of our staff, improved communications, expanded use of technologies and a greater contribution to national policy development in areas that are directly related to the well-being and recognition of our veterans and other clients.

**Corporate Administration  
Total Planned Spending  
\$47.5 million**







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## Results for 2002-2003

- Portfolio resources meet corporate and program delivery needs in a cost-effective manner
- Portfolio programs, strategic initiatives, activities and projects are assessed and performance reported
- Stakeholder consultation on major Portfolio change initiatives

## Planned Result One

- Portfolio resources meet corporate and program delivery needs in a cost-effective manner

## Related Activities

VAC will broaden its strategic policy capacity by conducting research, analysis, policy review and development that enhances the department's strategic capacity and by participating in and/or providing support for processes, mechanisms and structures that facilitate effective intra- and inter-departmental information sharing, discussion, and collaboration on strategic policy issues.

We will enhance our human resources, finance, information technology, security, communications and management support services by:

- Providing and developing frameworks and programs to promote VAC as a learning organization.
- Promoting leadership, official languages and inclusiveness initiatives.
- Implementing a strategic Human Resource Plan.





- Enhancing financial management reporting to allow for integrated financial and non-financial decision-making.
- Aligning information technology solutions with business requirements to ensure effective client delivery.
- Continuing to integrate and improve government information for effective reporting and decision making.
- Implementing major security services initiatives to sustain the safety and security of Veterans Affairs staff, to protect assets and to ensure the integrity of our operations and services.

## Planned Result Two

- **Portfolio programs, strategic initiatives, activities and projects are assessed and performance reported.**

### Related Activities

An evaluation of the Veterans Disability Pension Program will be conducted by examining program design, effectiveness for clients, efficiency of program delivery, the legislative framework, and the performance management framework.

A Departmental Service Improvement Plan will be developed to target certain service elements including timeliness of written decisions, and staff knowledge of programs, services and issues facing members of the Canadian Forces. (For additional information, refer to page 49)

Internal communications will continue to be improved to ensure that staff are more aware of changes to programs, policies, initiatives, systems and legislation. These improvements will result in an enhanced strategic and public environment analysis capacity.





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## Planned Result Three

- **Stakeholder consultation on major Portfolio change initiatives**

### **Related Activities**

In order to ensure effective stakeholder consultations, we will improve communications and the dissemination of program information to clients, developing effective partnerships with the community and other levels of government and participate in government-wide and horizontal initiatives aimed at promoting interdepartmental collaboration and gaining efficiencies through collective action. (For additional information, refer to pages 48 to 54.)





## Veterans Review and Appeal Board Program

The Veterans Review and Appeal Board Program is delivered by the Veterans Review and Appeal Board (VRAB), which is a quasi-judicial agency independent of Veterans Affairs Canada. This Program provides for full and exclusive jurisdiction to hear, determine and deal with all applications for review and appeal that may be made to the Board. VRAB's mandate, authorized under the *Veterans Review and Appeal Board Act* and Regulations, includes the rendering of decisions on reviews and appeals of disability pensions under the *Pension Act* and other Acts of Parliament, and final appeals on War Veterans Allowance cases under the *War Veterans Allowance Act*.

As well VRAB adjudicates on duty-related disability pension applications for review and appeal under the authority of the *Royal Canadian Mounted Police Pension Continuation Act* and the *Royal Canadian Mounted Police Superannuation Act*.

For additional information on the Veterans Review and Appeal Board Program, refer to the VRAB web site at [www.vrab-tacra.gc.ca](http://www.vrab-tacra.gc.ca).

**Strategic Outcome**  
Fairness in the disability pension and War Veterans Allowance Programs.

**Veterans Review and Appeal Board Program**  
**Total Planned Spending**  
**\$11.0 million**





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## Results for 2002-2003

- **Independent review and appeal process**
- **Consistent and timely adjudication of claims**
- **Clients informed of their rights**

## Planned Result One

- **Independent review and appeal process**

### **Related Activities**

Review hearings, appeal hearings and reconsiderations will be adjudicated to ensure that veterans, members of the Royal Canadian Mounted Police, certain civilians, and/or their respective dependants receive the disability pensions, War Veterans Allowance and other benefits to which they are entitled.

## Planned Result Two

- **Consistent and timely adjudication of claims**

### **Related Activities**

VRAB will use performance and case management feedback mechanisms to monitor progress, identify opportunities, and to increase knowledge and awareness in order to continually improve service delivery and quality.





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The Board also will seek innovations in practices and procedures to increase effectiveness and to improve client services and heighten professional development leading to more knowledgeable and productive Members and staff.

## Planned Result Three

- **Clients informed of their rights**

### **Related Activities**

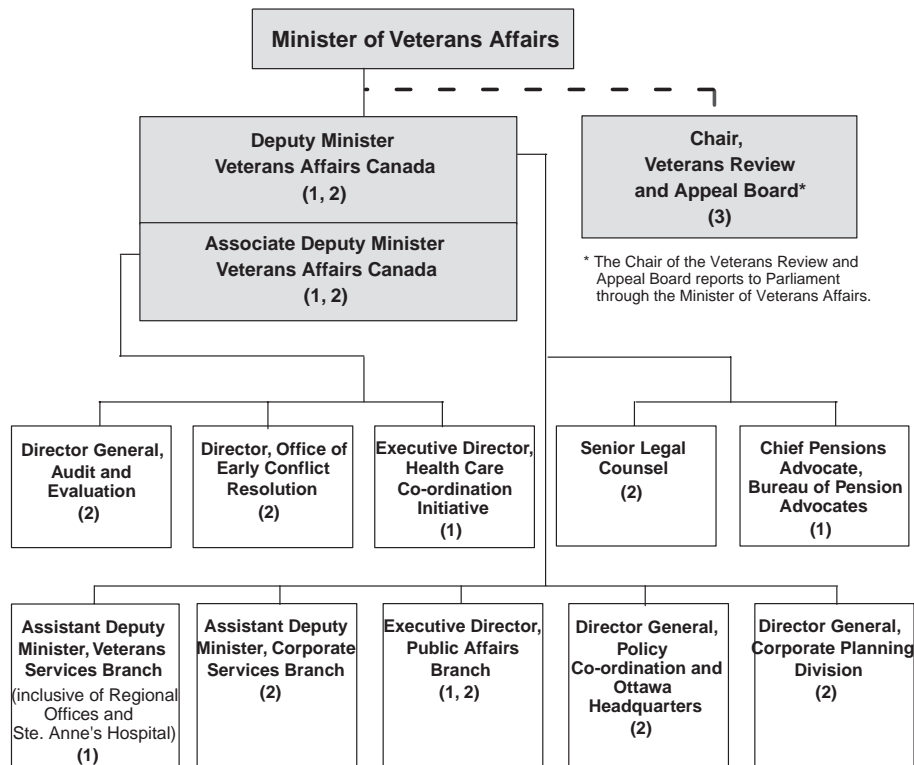
VRAB will improve its services to clients by producing fully articulated decisions, identifying and implementing opportunities to improve our communications with clients, and by strengthening and increasing public awareness and knowledge of the Veterans Review and Appeal Board's identity and processes.





# Organization

## Veterans Affairs Accountability Structure



Business Lines	(\$ Thousands)	(FTE)
<b>Veterans Affairs Program</b>		
1. Benefits and Services Business Line	2,222,305	2,689
2. Corporate Administration Business Line	47,538	462
<b>Total Veterans Affairs Program</b>	<b>2,269,843</b>	<b>3,151</b>
<b>Veterans Review and Appeal Board Program</b>		
3. Veterans Review and Appeal Board Business Line	10,956	135
<b>Total for the Veterans Affairs Portfolio</b>	<b>2,280,799</b>	<b>3,286</b>





## Strategic Outcomes and Business Lines

The following provides the linkage between our strategic outcomes and the allocation of resources by business lines.

<b>1. Benefits and Services Programs Strategic Outcome:</b> The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's war veterans, eligible Canadian Forces veterans and still-serving members, qualified civilians and their families in recognition of their sacrifice to the nation.	
Associated Business Line: Benefits and Services	\$ 2,177.4 million
<b>2. Pension Advocacy Program Strategic Outcome:</b> The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances.	
Associated Business Line: Benefits and Services	\$ 7.7 million
<b>3. Canada Remembers Program Strategic Outcome:</b> A knowledgeable Canadian public that recognizes the achievements and sacrifices of Canada's citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation.	
Associated Business Line: Benefits and Services	\$ 37.2 million
<b>Total for the Benefits and Services Business Line</b>	<b>\$ 2,222.3 million</b>
<b>Corporate Administration:</b> Although Corporate Administration does not have a strategic outcome, its activities focus on service improvement and organizational effectiveness through the strategic management of our staff, improved communications, expanded use of technologies and a greater contribution to national policy development in areas that are directly related to the well-being and recognition of our veterans and other clients.	
Associated Business Line: Corporate Administration	\$ 47.5 million
<b>Total for Veterans Affairs Canada</b>	<b>\$ 2,269.8 million</b>
<b>4. Veterans Review and Appeal Board Program Strategic Outcome:</b> Fairness in the Disability Pension and War Veterans Allowance Programs.	
Associated Business Line: Veterans Review and Appeal Board	\$ 11.0 million
<b>Total for the Veterans Affairs Portfolio</b>	<b>\$ 2,280.8 million</b>







## Portfolio Planned Spending

The table below summarizes the Portfolio's Main Estimates, Budget and other associated adjustments to arrive at the total planned spending requirements for the entire organization. It also identifies Full-time Equivalent levels.

(\$ millions)	Forecast Spending 2001-2002*	<b>Planned Spending 2002-2003</b>	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates (gross)	2,103.8	<b>2,273.4</b>	2,279.9	2,325.5
<b>Total Main Estimates</b>	2,103.8	<b>2,273.4</b>	2,279.9	2,325.5
Adjustments**	149.7	<b>7.4</b>	43.7	46.0
<b>Net Planned Spending</b>	2,253.5	<b>2,280.8</b>	2,323.6	2,371.5
Less: Non-responsible revenue	26.5	<b>25.0</b>	23.5	22.0
Plus: Cost of services received without charge	28.6	<b>28.6</b>	28.6	28.6
<b>Net Cost of Program(s)</b>	<b>2,255.6</b>	<b>2,284.4</b>	<b>2,328.7</b>	<b>2,378.1</b>
Full-Time Equivalents	3,458	<b>3,286</b>	3,243	3,215

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

\*\* Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise.

In 2002-2003, it is estimated that 2,280.8 million will be required for Portfolio expenditures. Of this amount, 419.8 million forms part of the Operating Expenditures Vote in the Veterans Affairs Program, and is used to fund treatment benefits, community hospital services (other than Ste. Anne's Hospital) and veterans travel costs under the Other Health Purchased Services program.





## Annexes

**Table 1: Summary of Capital Spending by Program and Business Line**

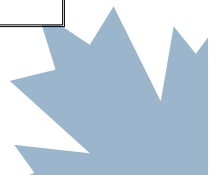
(\$ millions)	Forecast Spending 2001-2002*	<b>Planned Spending 2002-2003</b>	Planned Spending 2003-2004	Planned Spending 2004-2005
<b>Veterans Affairs Program</b>				
Benefits and Services Business Line *	4.3	<b>7.8</b>	32.0	34.0
Corporate Administration Business Line	1.0	<b>1.0</b>	1.0	1.0
<b>Total</b>	5.3	<b>8.8</b>	33.0	35.0

\* Capital spending for the Benefits and Services business line includes the Major Capital Project Spending identified below (excluding salary and Operating and Management costs for the project team) for 2001-2002 and 2002-2003 only, based on approved funding by Treasury Board through Preliminary Project Approval (PPA).

**Table 2: Details on Major Capital Project Spending**

(\$millions)	Current Estimated Total Cost*	Forecast Spending to March 31, 2002	<b>Planned Spending 2002-2003</b>	Planned Spending 2003-2004	Planned Spending 2004- 2005	Future Year Spending Requirement
<b>Veterans Affairs Program</b>						
<b>Benefits and Services Business Line</b>						
Ste. Anne's Hospital Renovations Project (PPA)	67.7	0.6	<b>3.6</b>	23.1	23.9	16.5
Canadian Battlefield Memorials Restoration Project (PPA)	30.0	2.7	<b>3.2</b>	7.9	9.1	7.1
<b>Total</b>	97.7	3.3	<b>6.8</b>	31.0	33.0	23.6

\* The current estimated total cost for the above projects is based upon indicative estimates. Treasury Board has approved funding based on PPA for 2001-2002 and 2002-2003 only.





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## **Table 2: Details on Major Capital Project Spending** *(continued)*

### **Ste. Anne's Hospital Renovations Project**

Ste. Anne's Hospital is the last federally-administered long-term care and geropsychiatric establishment in Canada and is renowned as a Centre for Excellence in Canada and abroad.

The renovations at Ste. Anne's Hospital will help make this establishment compliant with the provincial standards in effect in long-term residential and care facilities, and will provide the residents with an environment that is better suited to their needs. Work will take place over a five-year period and will be completed in 2006.

Veterans Affairs Canada will be investing \$67.7 million to modernize this establishment. The project will include the restructuring of the main building and the construction of a new 103-bed annex. In all, the Hospital will have 460 beds at its disposal in the form of private and semi-private rooms. Another building, the Edith Temple Pavilion, will be renovated, and a new thermal power plant will also be built.

### **Canadian Battlefield Memorials Restoration Project**

Over the next five years, Veterans Affairs Canada, on behalf of the Government of Canada, will invest \$30 million in the restoration and conservation of Canada's thirteen First World War Battlefield Memorials in France and Belgium, the most notable being the Vimy monument. To this end, the Canadian Battlefield Memorials Restoration Project was established in June of 2001, to oversee and coordinate the implementation of this five-year project. The project will be a collaboration between VAC, Public Works and Government Services Canada, as well as European partners, including: the Commonwealth War Graves Commission; the *Office National des Forêts de France*; the Canadian Embassy in Paris; and a number of other national and international associations.

The memorials and sites will be refurbished to ensure the health and safety of both the public and employees, and to preserve and safeguard the dignity and integrity of these assets. The project will focus on four main areas.

- Restoration and Rehabilitation of the Vimy Monument.
- Rehabilitation of Memorial Sites.
- Conservation of Battlefield Terrain and Forest Management.
- Investigation of Subterranean Features (funding relates only to a preliminary investigation to quantify the problems; additional funding may be required after the scope of the problem is identified).





**Table 3: Details of Transfer Payments**

(\$ thousands)	Forecast Spending 2001-2002*	<b>Planned Spending 2002-2003</b>	Planned Spending 2003-2004	Planned Spending 2004-2005
<b>Grants</b>				
<b>Veterans Affairs Program</b>				
<b>Benefits and Services</b>				
Grants to veterans and other eligible persons to compensate for death or disabilities related to military service, or to provide for economic and other assistance where there is a need:				
Disability pensions**	1,335,000	<b>1,380,000</b>	1,399,000	1,441,000
Payments under the <i>Flying Accidents Compensation Regulations</i>	750	<b>750</b>	750	750
Gallantry Awards	71	<b>71</b>	71	71
War Veterans Allowances**	31,500	<b>28,400</b>	25,800	23,500
Assistance Fund Regulations payments	1,500	<b>1,675</b>	1,690	1,690
Children of Deceased Veterans				
- Education Assistance	5	<b>5</b>	--	--
Canadian Veterans Association of the United Kingdom	1	<b>1</b>	1	1
Repayment under Subsection (3) of Section 10 of the <i>Veterans Rehabilitation Act</i> (R.S.C. 1970, c.V-5)	2	<b>2</b>	2	2
University and Vocational Training Assistance to Canadian Veterans - Overseas District	10	<b>10</b>	--	--
(S) Returned Soldiers Insurance Actuarial Liability Adjustment	550	<b>700</b>	700	700
(S) Veterans Insurance Actuarial Liability Adjustment	10	<b>10</b>	10	10
Grants to veterans and other eligible persons and to institutions for treatment and allowance payments for disease and disability related to military service	175	<b>175</b>	175	175
Grants to non-profit organizations and institutions to commemorate the achievements and sacrifices of Canada's veterans:				
Last Post Fund**	1,500	<b>1,500</b>	1,500	1,500
Commonwealth War Graves Commission**	13,500	<b>16,319</b>	16,319	16,319
United Nations Memorial Cemetery in Korea	7,000	<b>7,648</b>	7,648	7,648
United Nations Memorial Cemetery in Korea	70	<b>70</b>	70	70

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

\*\* For additional details on this transfer payment, please refer to: Disability pensions (page 11) ; War Veterans Allowances (page 11); Last Post Fund (page 28); Commonwealth War Graves Commission (page 28); and contributions to veterans not covered by provincial health programs (page 11).





**Table 3: Details of Transfer Payments** *(continued)*

(\$ thousands)	Forecast Spending 2001-2002*	<b>Planned Spending 2002-2003</b>	Planned Spending 2003-2004	Planned Spending 2004-2005
<b>Grants (continued)</b>				
<b>Veterans Affairs Program (continued)</b>				
<b>Corporate Administration</b>				
Grants to veterans or their survivors paid under the <i>War Service Grants Act</i> (R.S.C. 1970, c.W-4)				
(S) Re-Establishment Credits under Section 8	2	<b>2</b>	2	2
(S) Repayments under Section 15 for compensating adjustments made in accordance with the terms of the <i>Veterans' Land Act</i> .	10	<b>10</b>	10	10
<b>Total Grants</b>	<b>1,391,656</b>	<b>1,437,348</b>	<b>1,453,748</b>	<b>1,493,448</b>
<b>Contributions</b>				
<b>Veterans Affairs Program</b>				
<b>Benefits and Services</b>				
Contributions to veterans, under the VIP, to assist in defraying costs of extended health care not covered by provincial health programs**	176,000	<b>187,500</b>	191,700	191,600
Contributions to the respective provinces in accordance with the agreements of transfer of departmental hospitals	17	<b>17</b>	17	17
Contributions under the Partnerships Contribution Program, to organizations, institutions and other levels of government, in support of projects associated with the health and well-being of the veteran population, and commemorative activities and events	38	<b>263</b>	--	--
<b>Total Contributions</b>	<b>176,055</b>	<b>187,780</b>	<b>191,717</b>	<b>191,617</b>
<b>Total Grants and Contributions</b>	<b>1,567,711</b>	<b>1,625,128</b>	<b>1,645,465</b>	<b>1,685,065</b>

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

\*\* For additional details on this transfer payment, please refer to: Disability pensions (page 11) ; War Veterans Allowances (page 11); Last Post Fund (page 28); Commonwealth War Graves Commission (page 28); and contributions to veterans not covered by provincial health programs (page 11).





**Table 4: Source of Non-Respendable Revenues**

(\$ millions)	Forecast Revenue 2001-2002*	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
<b>Veterans Affairs Program</b>				
Provincial hospital and medical insurance plans	17.5	<b>16.5</b>	15.5	14.0
Other in-patient hospital services	5.0	<b>4.5</b>	4.0	4.0
Recovery of pensions from foreign governments and services to foreign veterans	2.0	<b>2.0</b>	2.0	2.0
Refunds of previous year's expenditures	1.0	<b>1.0</b>	1.0	1.0
Other	1.0	<b>1.0</b>	1.0	1.0
<b>Sub-Total</b>	26.5	<b>25.0</b>	23.5	22.0
<b>Veterans Review and Appeal Board Program</b>	0.0	<b>0.0</b>	0.0	0.0
<b>Total Non-Respendable Revenue</b>	26.5	<b>25.0</b>	23.5	22.0

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





**Table 5: Net Cost of Program(s) for the Estimates Year**

(\$ millions)	Veterans Affairs Program	Veterans Review and Appeal Board Program	Total
Net Planned Spending	2,269.8	11.0	<b>2,280.8</b>
Plus: Services received without charge:			
Accommodation provided by Public Works and Government Services Canada (PWGSC)	14.5	0.7	<b>15.2</b>
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	11.3	0.6	<b>11.9</b>
Workers compensation coverage provided by Human Resources Development Canada	0.9	—	<b>0.9</b>
Salary and associated expenditures of legal services provided by Justice Canada	0.6	—	<b>0.6</b>
	<u>27.3</u>	<u>1.3</u>	<b>28.6</b>
Less: Respendable Revenue	—	—	—
Less: Non-respendable Revenue	25.0	—	<b>25.0</b>
<b>2002-2003 Net Cost of Program</b>	<b>2,272.1</b>	<b>12.3</b>	<b>2,284.4</b>





## Government-wide Initiatives

Along with other federal departments, VA will be participating in the following initiatives: Regulatory Initiatives, the Service Improvement Initiative, the Sustainable Development Strategy, Government On-Line and Modern Comptrollership.

**Table 6: Regulatory Initiatives**

Legislation and Regulations	Planned Results
<b>Veterans Allowance Regulations</b>	<ul style="list-style-type: none"> <li>• Amendment to the <i>Veterans Allowance Regulations</i> to harmonize definitions related to blindness, facilitate recovery of overpayments and improve the accounting for client absences from Canada.</li> <li>• Equal treatment under the law for all common-law partners, in conformity with the <i>Modernization of Benefits and Obligations Act</i>, S.C. 2000, c. 12.</li> <li>• Gender-neutral terminology and technical changes.</li> </ul>
<b>Veterans Burial Regulations</b>	<ul style="list-style-type: none"> <li>• Amalgamation of the two burial programs administered by the Department, by consolidation of the <i>Veterans Burial Regulations</i>, 1995 and the <i>Last Post Fund Regulations</i>, 1995.</li> <li>• Transfer of the administration of burial programs to the Last Post Fund.</li> <li>• Equal treatment under the law for all common-law partners, in conformity with the <i>Modernization of Benefits and Obligations Act</i>, S.C. 2000, c. 12.</li> <li>• Resolution of observations made by the House of Commons and Senate Standing Joint Committee for the Scrutiny of Regulations.</li> </ul>
<b>Veterans Health Care Regulations</b>	<ul style="list-style-type: none"> <li>• Enhancement of health services and benefits for former RCMP members pensioned for special duty area service-related disabilities.</li> </ul>

Further information on these regulatory proposals may be obtained by writing to: Richard Brunton, Director Portfolio Legislation, Policy Coordination and Ottawa Headquarters, Veterans Affairs Canada, 66 Slater Street, Ottawa, Ontario K1A 0P4. Mr. Brunton may also be contacted by electronic mail at [rabrunto@vac-acc.gc.ca](mailto:rabrunto@vac-acc.gc.ca) or by telephone at (613) 996-4173.







## Table 7: Service Improvement Initiative

The Service Improvement Initiative is an integral component of the Government of Canada's ongoing commitment to Citizen-Centred Service Delivery. In response to this initiative, Veterans Affairs Canada conducted a national survey in June 2001, to establish reliable baseline data to determine the level of client satisfaction with our programs and services.

Service Improvement Initiative	Planned Results
<b>Client Satisfaction Survey</b>	Obtain ongoing client feedback on incremental progress toward the achievement of a 10% improvement in client satisfaction in targeted service delivery and program areas.
<b>Departmental Service Improvement Plan</b>	Address certain service elements for improvement including: <ul style="list-style-type: none"><li>• The waiting time to receive a written response.</li><li>• Ease in finding information on programs and services.</li><li>• Information provided on how to apply for or access a benefit or service.</li><li>• Staff knowledge of the programs and services available for war veterans and Canadian Forces members following injuries or suffering resulting from serving in the Canadian Forces.</li><li>• Clients' questions being answered.</li><li>• Staff knowledge of programs and services for survivors.</li><li>• Staff sensitivity to issues that members of the Canadian Forces are facing.</li><li>• Waiting time for an appointment.</li></ul>
<b>Departmental Service Standards Review</b>	Revise existing standards to better reflect the qualitative and quantitative dimensions of service.
<b>The Innovation Centre</b>	Provide an interactive web site to better facilitate the exchange of information and expertise among employees across the country.

Accountability for performance results in service improvement will be included in the performance reviews and contracts of Departmental managers.





**Table 8: Sustainable Development Strategy**

Sustainable Development Strategy	Planned Results
<b>Sustaining Our Government Operations</b>	Green the workplace by: <ul style="list-style-type: none"> <li>• Managing the vehicle fleet in an eco-efficient manner, thereby, to purchase alternate or hybrid fuel vehicles where economically feasible.</li> <li>• Arranging for the sharing of vehicles.</li> </ul>
<b>Sustaining Knowledge and Information</b>	Integrate the principles of sustainable development into our policy development and decision making by: <ul style="list-style-type: none"> <li>• Shaping the social values of Canadians relating to global conflict towards more sustainable values by integrating sustainable development and environmental issues within the framework of original research projects of Vimy/Beaumont Hamel.</li> <li>• Establishing guidelines to ensure that contractors purchase products and services that meet environmental specifications.</li> </ul>
<b>Sustaining the Health of Our Clients</b>	Facilitate the advancement of the health of our clients through programming and promotion by: <ul style="list-style-type: none"> <li>• Delivering, in partnership with Health Canada, a Falls Prevention Program directed at our clients.</li> <li>• Improving the overall well-being of Canadian Forces clients, and their families, in support of their transition from military to civilian life by adjusting and developing policies and programs tailored to their requirements.</li> <li>• Contributing to the health of our clients by raising awareness in the communities and providing support to the clients and their families.</li> </ul>
<b>Sustaining the Health of Our Staff</b>	Facilitate a healthy balance between staffs’ work and home lives.  Review annually the VAC Five-Year Strategic Plan and the VA Strategic Human Resources Strategy commitments and monitor the recruitment, retention, and promotion of Employment Equity groups to ensure that the identified Employment Equity benchmarks are achieved.

To access the Sustainable Development Strategy in its entirety, please refer to the Web site at: [www.vac-acc.gc.ca/general/sub.cfm?source=Department/reports](http://www.vac-acc.gc.ca/general/sub.cfm?source=Department/reports).





## Table 9: Government On-line

Veterans Affairs is one of the 28 key departments required to participate in the Government of Canada, Government On-line (GOL) initiative aimed at providing better electronic access to government information and services. The GOL initiative is managed through the Treasury Board Chief Information Office.

Web site: [www.gol-ged.gc.ca](http://www.gol-ged.gc.ca).

To meet the commitment, Veterans Affairs has established a Portfolio-wide project which plans to put the following three Key Services on-line.

<b>Government On-line</b>	<b>Planned Results</b>
<b>Pensions and Allowances and Health Care Services</b>	Information, electronic forms and legislation for the pensions, allowances and health care benefits and services are available at <a href="http://www.vac-acc.gc.ca">www.vac-acc.gc.ca</a> and <a href="http://www.vrab-tacra.gc.ca">www.vrab-tacra.gc.ca</a> . In 2002-2003, VA plans to implement phase 1 of the VA Benefits and Health Services On-line Project which is jointly funded by VA and Treasury Board. Pension Guidelines will be available on-line and medical, nursing and occupational therapy assessments can be submitted electronically in order to speed our adjudication processes.
<b>Canada Remembers</b>	The Canadian Virtual War Memorial at <a href="http://www.virtualmemorial.gc.ca">www.virtualmemorial.gc.ca</a> includes the Books of Remembrance, campaigns, burials and personal mementos for display and print. This service also links to historical information and to Canadian Orders and Decorations information on VAC and other Web sites.
<b>Seniors Cluster</b>	As the lead department, Veterans Affairs Canada established the Seniors Canada On-line (SCOL) Project and has guided the development and launch of the Seniors Canada On-line Web site at <a href="http://www.seniors.gc.ca">www.seniors.gc.ca</a> or through the Information and Services Gateway for Canadians on the Government of Canada Web site <a href="http://www.canada.gc.ca">www.canada.gc.ca</a> . Seniors Canada On-line provides one location to obtain federal and provincial government information for seniors, their families, caregivers and those who provide services.





## Table 10: Modern Comptrollership

Veterans Affairs recognizes the need to shift from managing by controls and compliance to results and values. Modern Comptrollership, our new management philosophy, is an integrated approach to management that will result in the rigorous stewardship of resources, and effective decision-making.

Modern Comptrollership	Planned Results
<b>Values and Ethics</b>	<ul style="list-style-type: none"><li>• Development and implementation of initiatives that promote values-based decision making and ethical behaviours.</li></ul>
<b>Enhanced Modern Management Practices</b>	<ul style="list-style-type: none"><li>• Development of strategic business plans.</li><li>• Integration of financial and non-financial information to support decision-making and effective results-based management to ensure integrity of program and service delivery.</li><li>• Establishment of a Comptrollership Secretariat identification and implementation of human resources priorities resulting in the development of an exemplary workplace.</li><li>• Development of key performance indicators for the delivery of services and benefits.</li></ul>
<b>Integrated Risk Management</b>	<ul style="list-style-type: none"><li>• Management of risks in a corporate and systematic fashion to support strategic decisions in achieving organizational objectives.</li></ul>





## Horizontal/Collective Initiatives

Health Care Coordination and Falls Prevention are two examples of initiatives where VAC is partnering with other departments to achieve a common goal for its clients.

**Table 11: Health Care Coordination Initiative**

Health Care Coordination Initiative	Planned Results																										
<p>HCCI began in 1994 as a partnership whose objective was to reduce the cost of providing health care treatment to federal clients.</p> <p>Partner departments deliver \$2.4 billion in health services to 950,000 Canadians.</p> <p>The partnership includes joint program management, information management and health promotion activities to its collaboration.</p> <p>A proposal has been made to expand HCCI's mandate to designate the HCCI partnership to represent the federal health care delivery organizations in appropriate Federal/ Provincial/ Territorial (F/P/T) working committees and sub-committees on health.</p>	<ul style="list-style-type: none"> <li>• Renewal, and negotiation of new joint agreements for the purchase of services and products in program areas of audiology, dental, oxygen, pharmacy and vision care.</li> <li>• Expansion of the national special equipment recycling program to other departments.</li> <li>• Exploration of alternate service delivery approaches to meet the dental needs of some federal clients.</li> <li>• Development of common approaches to pain management, exploration of the development of a health promotion program on drug use and abuse.</li> <li>• These and other current activities are projected to produce yearly savings of \$14.9 million for partner departments.</li> </ul>																										
<p><b>List of Partners</b></p> <ul style="list-style-type: none"> <li>• Health Care Coordination Initiative Secretariat</li> <li>• Veterans Affairs Canada (Health Care Programs)</li> <li>• Department of National Defence</li> <li>• Royal Canadian Mounted Police</li> <li>• Treasury Board of Canada Secretariat</li> <li>• Health Canada</li> <li>• Public Works and Government Services Canada</li> <li>• Correctional Service of Canada</li> <li>• Citizenship and Immigration Canada</li> <li>• Canadian International Development Agency</li> <li>• Privy Council Office</li> </ul> <p><b>Total</b></p>	<p style="text-align: right;"><b>Money Allocated by Partners (\$ thousands)</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 80%;">• Health Care Coordination Initiative Secretariat</td><td style="text-align: right;">\$ 1,016.0</td></tr> <tr><td>• Veterans Affairs Canada (Health Care Programs)</td><td style="text-align: right;">\$ 251.3</td></tr> <tr><td>• Department of National Defence</td><td style="text-align: right;">\$ 156.6</td></tr> <tr><td>• Royal Canadian Mounted Police</td><td style="text-align: right;">\$ 91.3</td></tr> <tr><td>• Treasury Board of Canada Secretariat</td><td style="text-align: right;">\$ 9.4</td></tr> <tr><td>• Health Canada</td><td style="text-align: right;">\$ 705.1</td></tr> <tr><td>• Public Works and Government Services Canada</td><td style="text-align: right;">\$ 123.1</td></tr> <tr><td>• Correctional Service of Canada</td><td style="text-align: right;">\$ 116.6</td></tr> <tr><td>• Citizenship and Immigration Canada</td><td style="text-align: right;">\$ 4.7</td></tr> <tr><td>• Canadian International Development Agency</td><td style="text-align: right;">\$ 4.7</td></tr> <tr><td>• Privy Council Office</td><td style="text-align: right;">\$ 5.6</td></tr> <tr><td colspan="2" style="border-top: 1px solid black;"><b>Total</b></td></tr> <tr><td></td><td style="text-align: right;"><b>\$ 2,484.4</b></td></tr> </table>	• Health Care Coordination Initiative Secretariat	\$ 1,016.0	• Veterans Affairs Canada (Health Care Programs)	\$ 251.3	• Department of National Defence	\$ 156.6	• Royal Canadian Mounted Police	\$ 91.3	• Treasury Board of Canada Secretariat	\$ 9.4	• Health Canada	\$ 705.1	• Public Works and Government Services Canada	\$ 123.1	• Correctional Service of Canada	\$ 116.6	• Citizenship and Immigration Canada	\$ 4.7	• Canadian International Development Agency	\$ 4.7	• Privy Council Office	\$ 5.6	<b>Total</b>			<b>\$ 2,484.4</b>
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• Privy Council Office	\$ 5.6																										
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	<b>\$ 2,484.4</b>																										





**Table 12: The Falls Prevention Initiative**

<b>Falls Prevention Initiative</b>	<b>Planned Results</b>
<p>The primary objective of this initiative is to promote the independence and improve the quality of life of veterans and seniors by preventing the number of or reducing the severity of falls.</p>	<ul style="list-style-type: none"><li>• Additional projects will be funded under Phase 3.</li><li>• Implementation of an evaluation process.</li><li>• Increase in the number of products developed, and implementation of falls prevention strategic interventions.</li><li>• Planning for post-initiative developments.</li><li>• These and other ongoing activities, are projected to strengthen the national health policy agenda as it relates to falls and its present estimated cost of \$2.8 billion a year to the Canadian health care system.</li></ul>
<p><b>List of Partners</b></p> <ul style="list-style-type: none"><li>• Health Canada</li><li>• Veterans Affairs Canada</li></ul>	<p><b>Money Allocated by Partners (\$ thousands)</b></p> <p>VAC has made available, from existing health care funds, \$10 million over a four-year period. Funds are being distributed to eligible applicants through the grants and contribution mechanism outlined in Health Canada's Population Health Fund.</p>





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## **Listing of Statutes and Regulations**

### **The Minister of Veterans Affairs is responsible to Parliament for the following Acts:**

<i>Children of Deceased Veterans Education Assistance Act</i>	R.S.C. 1985, c. C-28, as amended
<i>Civilian War-related Benefits Act</i>	R.S.C. 1985, c. C-31, as amended
<i>Department of Veterans Affairs Act</i>	R.S.C. 1985, c. V-1, as amended
<i>Pension Act</i>	R.S.C. 1985, c. P-6, as amended
<i>Returned Soldiers' Insurance Act,</i>	S.C. 1920, c. 54, as amended
<i>The Soldier Settlement Act</i>	R.S.C. 1927, c. 188, as amended
<i>Special Operators War Service Benefits Act</i>	R.S.C. 1952, c. 256, as amended
<i>Supervisors War Service Benefits Act</i>	R.S.C. 1952, c. 258, as amended
<i>Veterans Benefit Act</i>	R.S.C. 1970, c. V-2, as amended
<i>Veterans Insurance Act</i>	R.S.C. 1970, c. V-3, as amended
<i>Veterans' Land Act</i>	R.S.C. 1970, c. V-4, as amended
<i>Veterans Review and Appeal Board Act</i>	S.C. 1994-95, c. 17, 18, as amended
<i>War Service Grants Act</i>	R.S.C. 1970, c. W-4, as amended
<i>War Veterans Allowance Act</i>	R.S.C. 1985, c. W-3, as amended
<i>Women's Royal Naval Services and the South African Military Nursing Service (Benefits) Act</i>	R.S.C. 1952, c. 297, as amended

### **The Minister shares responsibility to Parliament for the following Acts:**

<i>Aeronautics Act, section 9</i>	R.S.C. 1985, c. A-2, s. 9 (Minister of Transport)
<i>Halifax Relief Commission Pension Continuation Act</i>	S.C. 1974-75-76, c. 88, as amended (Minister of Finance)
<i>Indian (Soldier Settlement) Act</i>	R.S.C. 1927, c. 98, as amended (Minister of Indian Affairs and Northern Development)
<i>Royal Canadian Mounted Police Pension Continuation Act, section 5</i>	R.S.C. 1970, c. R-10, s. 5, as amended (Solicitor General)





## **Listing of Statutes and Regulations** *(continued)*

*Royal Canadian Mounted Police  
Superannuation Act, sections 32 to 34* R.S.C. 1985, c. R-11, s. 32-34, as  
amended (Solicitor General)

### **The Minister of Veterans Affairs is responsible to Parliament for the following regulations and orders:**

<i>Assistance Fund (W.V.A. and C.W.A.) Regulations</i>	C.R.C. 1978, c. 1578, as amended
<i>Award Regulations</i>	SOR/96-66, as amended
<i>Canadian Volunteer Service Medal Order</i>	SI/94-62, as amended
<i>Charlottetown, Prince Edward Island as Head Office of the Veterans Review and Appeal Board, Order Designating</i>	SI/96-66
<i>Children of Deceased Veterans Education Assistance Regulations</i>	C.R.C. 1978, c. 399, as amended
<i>Civilian Government Employees (War) Compensation Order</i>	P.C. 1944-45/8848
<i>Deceased or Former Members Dependants Payment Order</i>	C.R.C. 1978, c. 1599
<i>Gallantry Awards Order</i>	SI/90-95, as amended
<i>Guardianship of Veterans' Property Regulations</i>	C.R.C. 1978, c. 1579
<i>Infant or Person of Unsound Mind Payment Order</i>	C.R.C. 1978, c. 1600
<i>Last Post Fund Regulations, 1995</i>	SOR/95-468
<i>Memorial Cross Order (World War I)</i>	C.R.C. 1978, c. 1622, as amended
<i>Memorial Cross Order (World War II)</i>	C.R.C. 1978, c. 1623, as amended
<i>Merchant Seamen Vocational Training Order, The</i>	SOR/49-533
<i>Pension and Allowance Adjustment Regulations</i>	SOR/91-620, as amended
<i>Pensioners Training Regulations</i>	C.R.C. 1978, c. 1581, as amended
<i>Prescribed Persons and Organizations Regulations</i>	SOR/96-68







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## **Listing of Statutes and Regulations** *(continued)*

<i>Returned Soldiers' Insurance Regulations</i>	C.R.C. 1978, c. 1390
<i>Special Duty Area Pension Order</i>	SOR/2001-496
<i>Vetcraft Shops Regulations</i>	C.R.C. 1978, c. 1582
<i>Veterans Allowance Regulations</i>	C.R.C. 1978, c. 1602, as amended
<i>Veterans Burial Regulations, 1995</i>	SOR/95-467
<i>Veterans Health Care Regulations</i>	SOR/90-594, as amended
<i>Veterans Insurance Regulations</i>	C.R.C. 1978, c. 1587
<i>Veterans Review and Appeal Board Regulations</i>	SOR/96-67
<i>Veterans Treatment Regulations</i>	C.R.C. 1978, c. 1585, as amended
<i>Veterans' Land Regulations</i>	C.R.C. 1978, c. 1594, as amended
<i>War Service Grants Regulations</i>	C.R.C. 1978, c. 1601, as amended

### **The Minister shares responsibility to Parliament for the following regulations and orders:**

<i>Flying Accidents Compensation Regulations</i>	C.R.C. 1978, c. 10, as amended (Minister of Transport)
<i>Special Force Superannuation Regulations</i>	C.R.C. 1978, c. 1586 (President of the Treasury Board)





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## References

Corporate Planning Division is responsible for coordinating the development of both the Report on Plans and Priorities and the associated Departmental Performance Report. For more information about these reports, please contact:

**Director General  
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Veterans Affairs Canada  
P.O. Box 7700 (I.B. 046)  
Charlottetown, P.E.I. C1A 8M9**

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Facsimile: (902) 368-0437  
Electronic mail: [plan@vac-acc.gc.ca](mailto:plan@vac-acc.gc.ca)**

Additional information on the Portfolio may be accessed at Veterans Affairs' multi-media Web site which is designed to provide our clients, their families and the public with information on our programs and services. It is organized in a client-friendly way and offers a logical and easy path through our programs and services. It also contains information that our clients have asked for - support to bereavement, historical and commemorative information, access to our departmental reports and special features highlighting Departmental initiatives.

Each year during Veterans' Week, the week leading up to Remembrance Day, many interactive activities are offered on the Veterans Affairs' Web site - a list of Veterans' Week activities across the country, teachers' resource material, wartime diaries and prose and poetry. In addition, a special Canadian Forces site focuses on the special needs of these clients and their families. Links are also provided to a number of related sites.

**For further information :  
[www.vac-acc.gc.ca](http://www.vac-acc.gc.ca)**

Information on objectives, mandate and organization of the Veterans Review and Appeal Board may be accessed at the VRAB Web site.

**For further information :  
[www.vrab-tacra.gc.ca](http://www.vrab-tacra.gc.ca)**





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### **Contacts for General Enquiries**

If you wish to make a general enquiry about the Portfolio, its programs or services, please contact your nearest Veterans Affairs Canada district or regional office. Their location and telephone number can be found in the government pages of your local telephone directory. If you prefer to use electronic mail, we can be reached at **communications@vac-acc.gc.ca**.

### **Portfolio Publications**

The Portfolio produces a variety of publications on its programs and services. Copies of these publications can be obtained from Veterans Affairs' district or regional offices across Canada or by contacting:

**Communications Division  
Veterans Affairs Canada  
P.O. Box 7700  
Charlottetown, PE  
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