

Privy Council Office

1999–2000 Estimates

Report on Plans and Priorities

The Right Honourable Jean Chrétien
Prime Minister of Canada

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A. Prime Minister's Message

As the turn of the millennium approaches, many Canadians will take the occasion to reflect on their shared achievements and will look to the opportunities ahead in the 21st century. Canadians can be proud of their accomplishments and Canada's international reputation as being one of the best places to live in the world.

The Government of Canada is committed to continue building a strong and united Canada and working with Canadians to prepare them for the coming century. Canadians and their governments have restored the fiscal health of the country, enabling governments to focus on priorities of Canadians. It is recognized that no government can act alone in building a better future for Canadians. Partnerships and collaboration among governments and all sectors of society are essential for Canada's continuing success.

I will continue to rely on the advice and support of the Privy Council Office in implementing the Government's agenda and in responding to the priorities of Canadians. As one of our great national institutions, the Public Service of Canada can be relied upon to provide quality services and programs to Canadians.

I am pleased to present the 1999–2000 Report on Plans and Priorities for the Privy Council Office. This report highlights the policy objectives and relates business lines and plans to the achievement of those objectives.

B. Management Representation

Report on Plans and Priorities 1999–2000

I submit, for tabling in Parliament, the 1999–2000 Report on Plans and Priorities (RPP) for the Privy Council Office.

To the best of my knowledge the information:

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

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

The planning and reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

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

February 1999

II DEPARTMENTAL OVERVIEW

The Privy Council Program includes five main business lines: Office of the Prime Minister, Ministers' Offices, Privy Council Office, Commissions of Inquiry and Task Forces, and Corporate Services.

A. Mandate, Roles and Responsibilities

The mandate of the Privy Council Office is as broad as the five business lines it incorporates. The core component of the Program is the Privy Council Office, whose mission statement can be defined as follows:

Our Mission

To serve Canada and Canadians by providing the best non-partisan advice and support to the Prime Minister and Cabinet.

Our Values

We recognize the special need of the Prime Minister for timely advice and support. We dedicate ourselves to our work and to the effective functioning of government. We believe that integrity, judgement and discretion are essential to achieving our mission.

We believe that people are the strength of the Privy Council Office.

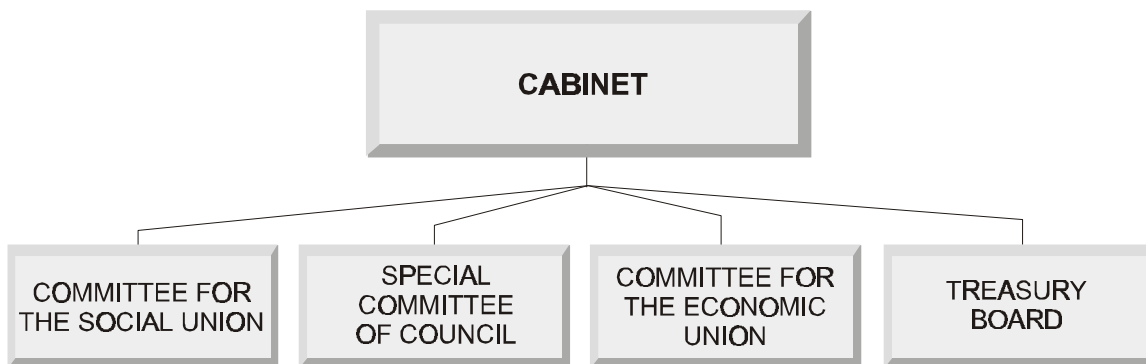
The history of the Privy Council Office has its roots in the beginning of the Confederation. On July 1, 1867, at the first meeting of the Governor in Council, the Clerk of the Executive Council of the Province of Canada was sworn in as Clerk of the Privy Council by the Governor General. In 1940, the Clerk of the Privy Council was given additional duties and also made Secretary to the Cabinet. In 1992, the role of the Clerk of the Privy Council as Head of the Public Service of Canada was given a statutory basis in the Public Service Employment Act. On June 25, 1993, the Privy Council Office was given responsibility for federal-provincial relations, with the reintegration of the Federal-Provincial Relations Office

into the Privy Council Office and the subsequent establishment of the Intergovernmental Affairs Branch.

The Privy Council Office, working with departments across the government, provides advice, information and services to the Prime Minister, in his capacity as Head of Government, and to the other ministers within the Privy Council Program: the Deputy Prime Minister; the President of the Privy Council and Minister of Intergovernmental Affairs; the Leader of the Government in the House of Commons; and the Leader of the Government in the Senate. It also provides information and advice, as required, to the minister designated as the Federal Interlocutor for Métis and Non-Status Indians.

As the Secretariat to the Cabinet, the Privy Council Office provides policy information and advice to the Prime Minister, to Cabinet and to three of the four Cabinet Committees (see Figure 1). The Treasury Board is supported by the Treasury Board of Canada, Secretariat, a separate department of government.

Figure 1: Cabinet Committees



The Privy Council Office is also responsible for providing advice and support on policies and communications with respect to federal-provincial relations, aboriginal affairs and the evolution of the federation. The Privy Council Office assists the Prime Minister, the Minister of Intergovernmental Affairs, the Federal Interlocutor for Métis and Non-Status Indians, and the Cabinet more generally in these tasks.

As Head of the Public Service of Canada, the Clerk of the Privy Council has an important role in ensuring that the public service as an institution has the capacity to serve Canadians and their elected representatives in the years ahead. As the responsibilities of government are redefined, the Clerk provides advice to the Prime Minister and other ministers on priorities for change to enable the public service to adapt effectively.

B. Objective

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

C. Operating Environment

As the Privy Council Office is both the Cabinet Secretariat and the Prime Minister's source of advice on a range of policy and operational issues and matters relating to the management of the federation, the Privy Council Office operates in a complex, ever-changing and demanding environment.

The Privy Council Office must be attuned to the priorities of Canadians and offer strategic advice in the best interests of Canadians and Canada. The Privy Council Office is non-partisan and needs to balance diverse and, at times, competing perspectives. Sensitivity and accuracy are essential.

In providing support, the Privy Council Office must create and build links among issues while being aware of the broader context. The Privy Council Office also works with government departments and agencies to develop a shared understanding of the Government's priorities.

In advising the Prime Minister and the ministry, the Privy Council Office operates in a dynamic, multi-level environment. It works with provincial and territorial governments, is aware of regional issues, and must be attuned to international developments and their implications for the country.

D. Financial Spending Plan

	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
(thousands of dollars)				
Gross Program Spending:				
Office of the Prime Minister	6,243	6,204	6,204	6,204
Ministers' Offices	7,715	7,707	7,707	7,557
Privy Council Office	38,081	38,377	33,233	32,233
Commissions of Inquiry and Task Forces	4,902	4,889	-	-
Corporate Services	27,495	24,426	24,504	24,604
	84,436	81,603	71,648	70,598
<i>Plus:</i>				
Cost of services provided by other departments/agencies	9,496	9,534	8,905	8,897
Net Cost of the Department	93,932	91,137	80,553	79,495
* Reflects best forecast of total planned spending to the end of the fiscal year.				

III PLANS, PRIORITIES AND STRATEGIES

A. Summary of Key Plans, Priorities, Strategies and Expected Results

The Government of Canada established its main objective to help Canadians prepare for the 21st century and, in so doing, to build a stronger country. In the Speech from the Throne of September 23, 1997, the Government outlined its key priorities for the mandate:

- Building a Stronger Canada.
- Investing in Children.
- Investing in Quality Care and Good Health.
- Building Safer Communities.
- Creating Opportunities for Young Canadian.
- Investing in Knowledge and Creativity.
- Expanding Opportunities in Aboriginal Communities.
- Looking Outward.
- Celebrating the Millennium.

The Privy Council Office will continue to contribute to achieving these priorities and to assist the Government in developing further plans and objectives to meet future challenges.

The Privy Council Office also has an important role in ensuring that the Public Service of Canada continues to be a dynamic, vital and effective institution, capable of providing advice and support to the Government and services to Canadians. The Privy Council Office will also continue to support the Clerk of the Privy Council. As Head of the Public Service of Canada, the Clerk will focus on public service management issues, such as modernizing service delivery, strengthening policy capacity, and improving the management of human resources.

Summary of Performance Expectations

The following table presents the key performance expectations for the Privy Council Office. These were part of the *1997 Annual Report to Parliament* tabled by the President of the Treasury Board.

Privy Council Office	
to provide Canadians with:	to be demonstrated by:
Good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.	<ul style="list-style-type: none"> • providing policy advice and support to the Prime Minister and to other Ministers within the Prime Minister's portfolio: the Deputy Prime Minister, the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs, the Leader of the Government in the House of Commons, and the Leader of the Government in the Senate; • ensuring the efficient operation of the Cabinet decision-making process in accordance with the principles of responsible government, as well as the Prime Minister's design; • ensuring interdepartmental policy co-ordination on major policy issues supporting the Government's priorities; • ensuring interdepartmental co-ordination and leadership on public service reform initiatives to support the Government's priorities; and • providing a cost-efficient system to handle the volume of correspondence that Canadians address to their Prime Minister.

B. Business Line 1: Office of the Prime Minister

1. Objective

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

2. Priorities

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

3. Expenditure Plans

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Business Line:				
Office of the Prime Minister	6,243	6,204	6,204	6,204

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

C. Business Line 2: Ministers' Offices

1. Objective

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

2. Priorities

The business line for Ministers' Offices encompasses the administration of offices providing advice, information and support services to the Deputy Prime Minister, the President of the Privy Council and Minister of Intergovernmental Affairs, the Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.

3. Expenditure Plans

The resource requirements have been set in accordance with *Guidelines for Ministers' Offices*. These budgets reflect the approved levels for exempt and departmental staff as well as operating budgets.

In addition, this business line includes salaries and allowances for secretaries of state who assist Cabinet ministers in carrying out their responsibilities. (Operating costs for the offices of secretaries of state are included in the budgets of their respective departments.)

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Business Line:				
Ministers' Offices	7,715	7,707	7,707	7,557

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

D. Business Line 3: Privy Council Office

1. Objective

To support the Prime Minister and Cabinet in the operation of the central policy decision-making process and to provide advice and information to the Prime Minister in the discharge of his responsibilities as Head of Government and Chairman of Cabinet.

2. Priorities

As the next millennium approaches, Canadians face changes in technology and information as profound as the changes of the Industrial Revolution — changes that are creating dramatic challenges as well as opportunities for growth and development. Government and other public institutions have an important role in helping to equip Canadians for success in the 21st century.

The Privy Council Office is involved in this process by

- helping the Government set priorities;
- supporting the Prime Minister, Cabinet and Cabinet committees in taking decisions on implementing Government commitments and addressing the issues of the day; and
- ensuring the vitality and effectiveness of the Public Service of Canada in providing professional, non-partisan advice and support to the Government and quality services to Canadians.

Implementing Government Commitments

The Privy Council Office assists the Government in taking decisions on a broad range of policies and programs. The Privy Council Office supports the Government in delivering its commitments and provides advice in the public interest to assist the Government in working to improve the overall quality of life for Canadians.

It supports Cabinet — the Government's senior decision-making forum — and its committees: the Committee for the Economic Union, which focuses on economic priorities and initiatives; the Committee for the Social Union, which handles social priorities and initiatives; and the Special Committee of Council, which deals with the legislative agenda and regulatory policy.

Work on the key commitments set out in the 1997 Speech from the Throne is well under way.

The Privy Council Office continues to advise the Government on developing a comprehensive approach to promoting and strengthening Canadian unity. This includes building on the Secession Reference Decision to bring clarity to any debates that put unity into question.

Building a Stronger Canada

The Privy Council Office also works with federal departments and agencies to advance the federal agenda at meetings with provinces and territories and through joint programs and activities. Its most recent assignment is to work with other federal organizations on implementing the Social Union Framework Agreement signed by First Ministers in February 1999.

Another role for the Privy Council Office is to support the Government and its various partners in Canadian society as they work to achieve full recognition of the diversity inherent in the federation. As well, the Privy Council Office is helping to establish an International Forum of Federations, where delegates from countries structured as federations would exchange information and experiences and devise solutions to common problems.

The National Child Benefit was developed jointly by the federal, provincial and territorial governments, and is a practical demonstration of how

Investing in Children

governments can work together. The National Child Benefit includes federal income support and complementary provincial programming to reduce child poverty and promote attachment to the work force. The Privy Council Office will continue to support the Government as it works with its provincial and territorial partners on initiatives designed to improve the well-being of children.

The Privy Council Office works closely with other departments to ensure that the medicare system will meet the future needs of Canadians and that emerging issues in health care are addressed. This includes

Investing in Quality Care and Good Health

- working with provinces and territories to maintain the integrity of medicare and to improve information systems, accountability, and the integration of health-care services;
- implementing health initiatives identified in the 1999 Budget;
- developing a federal strategy to better inform Canadians of health protection initiatives;
- developing federal policies on natural health products and reproductive and genetic technologies; and

- implementing Aboriginal health initiatives and programs to ensure a broader continuum of health-care services to First Nations.

The National Strategy on Community Safety and Crime Prevention develops community-based responses to crime and victimization, with emphasis on children and youth, Aboriginal people and women. Its objectives are

Building Safer Communities

- to promote integrated action by the public and private sectors;
- to help communities develop and implement local solutions to problems that contribute to crime and victimization; and
- to increase public awareness of and support for effective approaches to crime prevention.

The second phase of the national strategy, launched in 1998, enabled the federal government to broaden its partnerships and support communities in finding ways to prevent crime.

The Privy Council Office will continue to work closely with departments to advise the Government on implementing the National Strategy on Community Safety and Crime Prevention.

Federal, provincial and territorial governments have indicated their resolve to provide greater employment opportunities and to increase access to learning for young Canadians and to take other steps to help equip Canada's youth for the future.

*Creating Opportunities for Young
Canadians*

At a meeting of labour market ministers on March 27, 1998, the Federal-Provincial-Territorial Partnership on Youth Employment was endorsed. Discussions are under way on better ways to co-ordinate issues and increase the effectiveness of initiatives.

The 1998 Budget outlined the Canada Opportunities Strategy and initiatives to support youth employment, particularly for youth at risk.

The federal government established the Millennium Scholarship fund in 1998 to give more than 100,000 students the financial means to pursue post-secondary education. In its 1998 Budget, the Government also focussed on students by suggesting that federal and provincial student loans be merged. Discussions with the provinces have begun, and agreements with some are expected soon.

The 1998 Budget also increased opportunities for parents to save for their children's future through its new Canada Education Savings Grant.

In December 1998, federal government funding for the Youth Employment Strategy was extended. The strategy aims to ensure that young people obtain the skills, knowledge and experience needed to prepare for and participate in the world of work.

The Privy Council Office will continue, in collaboration with other federal departments, to help create opportunities for young Canadians — through federal initiatives, partnership arrangements with other levels of government, and the engagement of the private sector and other stakeholders.

The Government is doing much to support the growth of the knowledge and information economy. For example, it is finding new ways to support innovation and risk-taking — building knowledge-intensive sectors in areas where Canada is strong — and directing resources to help small and medium-size businesses develop and commercialize new technology. The 1999 Budget included measures to build on several knowledge and innovating measures.

Investing in Knowledge and Creativity

CANARIE, the Canadian Network for the Advancement of Research, Industry and Education, is an industry-led consortium created in 1993 to help develop Canada's information infrastructure. Its network development program will lead to training and retaining highly skilled workers in areas critical to Canada's competitiveness.

A partnership between the Government of Canada and private companies has established the Community Storefronts initiative to help small businesses and charities operate secure Internet sites for electronic commerce. The program will run until April 1999 and participants will be sharing their business strategies, results and how electronic commerce works.

The Community Access Program is helping Canadians obtain affordable access to the Internet through "on-ramps" at local schools, libraries and community centres. To date, some 2,200 community access points have been established in rural and remote communities. By April 2000, that number should rise to 5,000. Plans are to have another 5,000 sites in urban areas by that time.

Canada's SchoolNet provides educators with on-line access to more than 1,000 resources that help students acquire skills in Internet research and communication. As part of SchoolNet, a program called Computers for Schools provides Canada's schools and libraries

with surplus computers and software donated by governments and the private sector. The challenge under way is to provide 250,000 computers to schools and libraries by April 2000.

The Privy Council Office is co-ordinating the submissions of initiatives to Cabinet and will continue to work with departments and agencies to ensure progress in knowledge and creativity.

The Government responded to the recommendations of the Royal Commission on Aboriginal Peoples with the publication on January 7, 1998, of *Gathering Strength — Canada's*

*Expanding Opportunities in
Aboriginal Communities*

Aboriginal Action Plan. Considerable progress has been made in implementing proposals to modernize programs and build a capacity for good government on reserves. Key initiatives include establishing business development measures; providing access to resource and fishery permits; modernizing welfare programs; reforming the education system; training for First Nations administrators; and speeding the construction of housing, sewers, and water supply.

The Government also announced the creation of multipurpose aboriginal youth centres in urban communities across the country and expansion of the Aboriginal Head Start Program to reserve communities.

The Privy Council Office will continue to work closely with departments and central agencies on initiatives that support social and economic development and building capacity for self government.

As one of the world's more prosperous and politically stable countries, Canada is in a good position to promote peace and security internationally. The Speech from the Throne stated that the Government would promote Canada's role as an engaged, responsible world citizen. It identified a number of areas where the Government would take the initiative, including the renewal of multilateral institutions, the campaign for liberalized trade, the promotion of peace and democracy, and the elimination of anti-personnel land mines.

Looking Outward

Efforts in these areas have already yielded successes, such as the December 1997 signing in Ottawa, by representatives of more than 100 countries, of a treaty banning the use, stockpiling, production and transfer of anti-personnel land mines.

The Privy Council Office will continue to provide advice on foreign and defence policy developments, and will support the Prime Minister in the pursuit of key policy objectives, including the promotion of peace and security (with a particular emphasis on the role Canada can play on the UN Security Council), increased and liberalized trade, and sustainable development.

The Privy Council Office will also continue to support the Prime Minister's trips abroad, including Team Canada trade missions and summit meetings of such bodies as the G-8, the group of eight leading nations; the Asia-Pacific Economic Cooperation (APEC), the Commonwealth, and La Francophonie.

Public Service Reform

The changes affecting Canadian society and the role of government are also having a major impact on the Public Service of Canada.

The Privy Council Office provides advice to the Clerk of the Privy Council in the Clerk's capacity as Head of the Public Service. Strengthening the policy capacity of the Government, modernizing service delivery, and improving human resources management are the key steps to ensuring that the Public Service of Canada will be a vibrant and flexible national institution adapted to future needs.

Over the next three years, the Privy Council Office, along with the Treasury Board Secretariat, will continue to work closely with all departments in introducing measures that will enable the Public Service of Canada to remain in tune with the changing expectations of citizens and to provide services that meet clients' needs and are cost effective. The Privy Council Office will remain involved in improving public sector management and in integrating the related work of Government organizations like the Treasury Board Secretariat, the Public Service Commission, the Canadian Centre for Management Development, and the newly established Leadership Network.

The Privy Council Office will continue to strengthen the Government's policy capacity by promoting interdepartmental co-operation and collaboration with stakeholders in policy development. This work will reflect an increasingly horizontal approach to policy and communications, particularly in the links between economic and social issues. The aim is for a more integrated perspective that will respond to the priorities of Canadians.

Improving Policy Capacity

Policy Research Initiative

The Policy Research Initiative established by the Clerk of the Privy Council in 1996 will maintain its involvement with policy challenges facing Canada, thereby strengthening the public service's capacity to provide sound advice. Research plans and projects, co-ordinated by the four research networks (growth, human development, social cohesion, and global challenges and opportunities) and the pilot project on the knowledge-based economy and society will establish knowledge to be shared across government.

Through the Project on Trends, a joint initiative with the Social Sciences and Humanities Research Council of Canada, academics and researchers from diverse disciplines will examine the major medium and long-term trends and their potential implications for policy.

A series of regional conferences will be initiated and co-ordinated in partnership with various regional partners, including the federal regional councils, as a way of supporting the integration of regional issues and perspectives into the Policy Research Initiative.

Plans are under way for the second annual Policy Research Conference in the fall of 1999, integrating and building on the work of the Project on Trends and the regional conferences. This conference will again broaden the interaction with the external policy research community in Canada and enable researchers to present their work to peers within and outside of government.

Strengthening Communications

The Privy Council Office will continue to foster improvements in the Government's communications with Canadians, and advise the Prime Minister on communicating key initiatives. The Privy Council Office is also taking steps to integrate policy research and development with communications, to provide more comprehensive and professional advice, and to encourage greater interdepartmental co-operation in informing Canadians about the Government's priorities and public programs and services.

Efforts to improve the communications capacity in government include

- an ad hoc committee of Cabinet on government communications to provide a strategic overview and to ensure regional considerations are well reflected in decision-making;
- a recruitment and professional development initiative to attract and retain professional communicators; and
- more innovative use of new technologies, such as 1-800 services and the Internet, to give citizens better access to government information and services.

One of the ongoing priorities of the Government is improving the delivery of quality services to Canadians — services that are relevant, responsive, efficient and

Modernizing Service Delivery

affordable. The Privy Council Office and the Treasury Board Secretariat will continue to work with departments toward that end. The particular contribution of the Privy Council Office includes identifying potential organizational models, including service agencies. Recent examples are the Canadian Food Inspection Agency, a citizen-centred service provider, established in April 1997; and the Parks Canada Agency, created in December 1998. (Legislation to create a customs and revenue agency is currently before Parliament.)

The Privy Council Office will work with others over the next three years to continue improving the management of the public service.

Improving Human Resource Management

During the next 10 years, as the corporate level works to recruit, retain and motivate employees, the Privy Council Office itself will focus on aligning public service values with current challenges. It aims, in the next year, to provide a better definition of values and ethics and to guide public servants in applying them.

The Privy Council Office launched *La Relève* to focus attention on human resources renewal across the public service. Working closely with the Treasury Board Secretariat, Public Service Commission, Canadian Centre for Management Development and The Leadership Network, the Privy Council Office will support corporate renewal initiatives aimed at

- recruiting and retaining a representative workforce;
- improving human resources planning;
- improving communications across the public service;
- streamlining and simplifying staffing;
- addressing organizational health issues;
- streamlining reporting requirements;
- rejuvenating functional communities; and
- creating a learning organization.

Support for the Government's Program in Parliament

The Privy Council Office will continue to support the Government's program in Parliament by co-ordinating draft legislation for consideration by Cabinet and by advising ministers within the Prime Minister's portfolio on their respective roles in Parliament.

3. Expenditure Plans

The funding level for the Privy Council Office, including resources related to the federal/provincial/territorial aspects of federal government policy, are expected to remain constant for the fiscal year 1999–2000. Appropriate levels of funding for future years for federal/provincial/territorial relations will be determined during the coming year.

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Business Line:				
Privy Council Office	38,081	38,377	33,233	32,233

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

E. Business Line 4: Commissions of Inquiry and Task Forces

1. Objective

To gather information and to report under specific terms of reference and to carry out short-term projects.

2. Activities

Commissions established under the Inquiries Act are given specific terms of reference set out in the appointing order in council. Following their appointment, commissioners develop a plan for conducting the inquiry and a forecast of costs. The costs are then submitted to the Treasury Board for approval, and funding is voted through the Estimates process.

Commissions are usually established on short notice, and initial funding is often not available through the Main Estimates processes. As well, unforeseen costs may require Supplementary Estimates. This usually does not have an impact on the forecasted cost of a commission. Rather, it requires reallocating or reprofiling resources among fiscal years.

Indian Specific Claims Commission

The Indian Specific Claims Commission was established by Order in Council P.C. 1991-1329, dated July 15, 1991. A revised mandate was established by Order in Council P.C. 1992-1730 on July 17, 1992.

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

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

During 1996–97, an evaluation of the Indian Specific Claims Commission concluded that the Commission has performed well with its current mandate and authority. However, the evaluator found “broad agreement that the Specific Claims policy and process must be reformed” and recommended that the Government work with the Assembly of First Nations to establish an independent quasi-judicial Indian Claims Resolution Commission. A joint process was launched with a view to establishing a new mandate for the existing commission.

The 1999–2000 fiscal year will be a transitional period for the Commission, which will provide direction and assistance when requested by the Assembly of First Nations or Indian and Northern Affairs Canada. During the year, the Commission will continue to inquire into specific claim disputes while offering and providing more mediation services and continuing to co-operate in pilot projects. The Commission will also provide information on the administrative implications of transitional issues and facilitate public education and awareness about land claims and the claims process.

The Commission’s public Web site www.indianclaims.ca contains annual reports, newsletters and proceedings and information files. Some files can be downloaded.

3. Expenditure Plans

Pending a decision on the establishment of a new mandate for the Indian Specific Claims Commission, funding is provided on a year-to-year basis.

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Business Line:				
Commissions of Inquiry and Task Forces	4,902	4,889	-	-

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

F. Business Line 5: Corporate Services

1. Objective

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

2. Priorities

The Corporate Services business line within the Privy Council Program is responsible for common and specialized services. Common services are provided to the Prime Minister's Office, the President of the Privy Council and Minister of Intergovernmental Affairs, other Ministers' Offices (within the Program) and the Privy Council Office. They include managing financial, administrative, information management, informatics, technical and human resources services as well as coordinating responses to requests for access to information under the Access to Information and Privacy acts.

Specialized services include operating the Prime Minister's switchboard, managing a correspondence unit responsible for non-political, non-personal mail addressed to the Prime Minister and ministers in the Privy Council Program, and providing technical support for the Prime Minister's tours. As well, this business line provides certain administrative services to commissions of inquiry and task forces.

Providing efficient, effective and expert service will remain the priority of Corporate Services business line during the three years covered by this plan. Items of particular interest include

- ensuring that all mission-critical applications, infrastructure and embedded systems are Year 2000 compliant and there are plans to deal with unexpected problems;
- by April 1, 1999, implementing an integrated financial and materiel management system and continuing to review associated business processes;
- by April 1, 2001, implementing processes and structures in line with the Government's Financial Information Strategy;
- converting to the Universal Classification Standard;
- implementing staffing reform and meeting the obligations of the new Employment Equity Act;
- ensuring that the recommendations of the *Report of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada* are addressed;
- working toward a cost-efficient system for managing ministerial and executive correspondence;

- implementing a records management system and associated information management processes in support of the Government's vision for an electronic environment; and
- continuing to implement the Privy Council Office's *La Relève* Action Plan.

3. Expenditure Plans

Funding for this business line will remain fairly constant during the three-year planning period.

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Business Line:				
Corporate Services	27,495	24,426	24,504	24,604

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

IV SUPPLEMENTARY INFORMATION

Table 1: Spending Authorities - Ministry Summary Part II of the Estimates

Vote	(thousands of dollars)	1999-2000 Main Estimates	1998-1999 Main Estimates
Privy Council Department			
1	Program expenditures	73,154	65,162
(S)	The Prime Minister's salary and motor car allowance	73	72
(S)	President of the Privy Council -- Salary and motor car allowance	50	49
(S)	Leader of the Government in the Senate -- Salary and motor car allowance	50	49
(S)	Ministers without Portfolio or Ministers of State -- Motor car allowance	22	22
(S)	Contributions to employee benefit plans	8,254	8,064
Total Department		81,603	73,418

Table 2.1 : Organization Structure

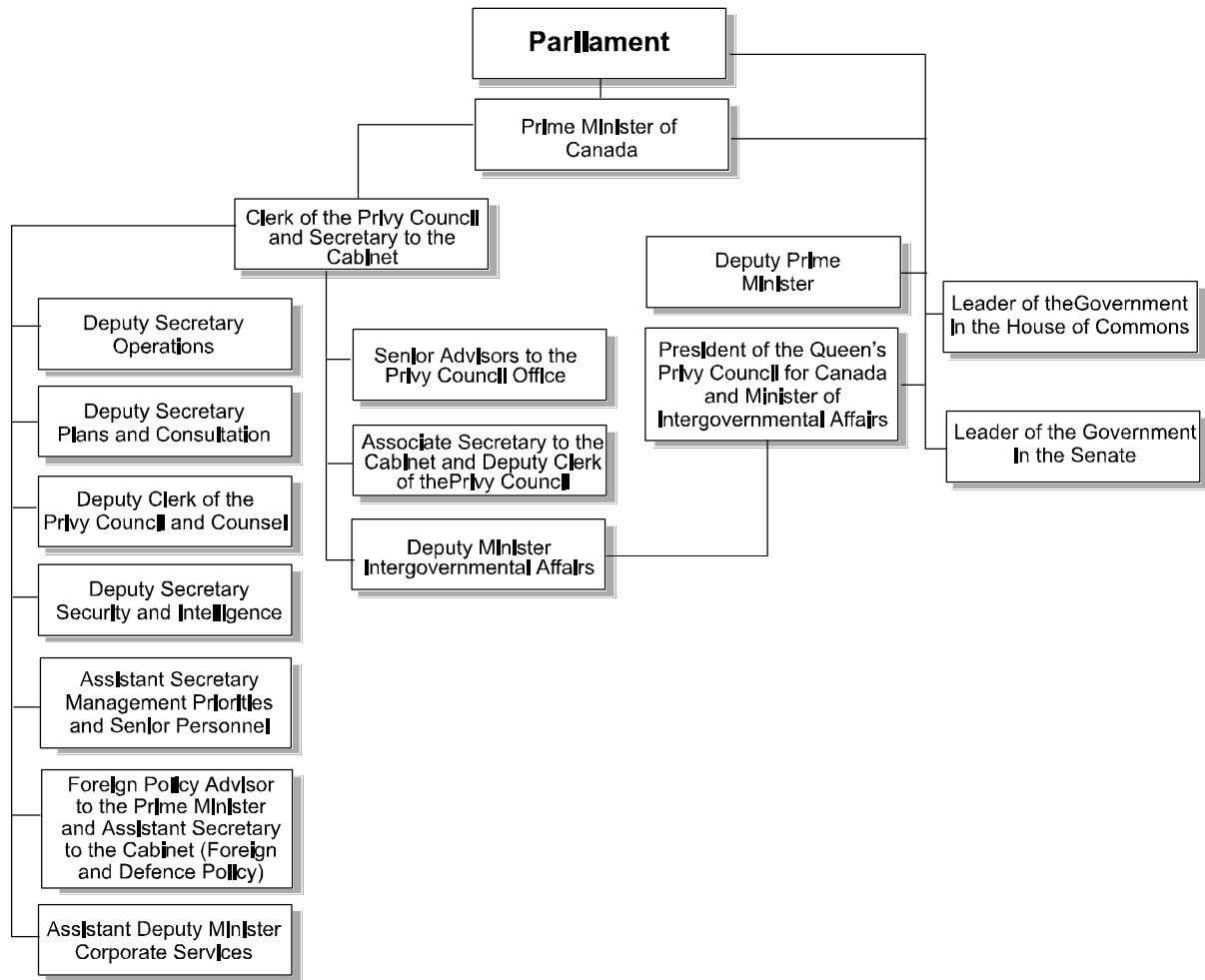


Table 2.2: Planned Full Time Equivalents (FTEs) by Program and Business Line

(FTE's)	Forecast 1998-1999	Planned 1999-2000	Planned 2000-2001	Planned 2001-2002
Privy Council Program				
Office of the Prime Minister	85	85	85	85
Ministers' Offices	82	82	82	82
Privy Council Office	364	372	317	317
Commissions of Inquiry and Task Forces	-	-	-	-
Corporate Services	200	200	200	200
Departmental Total	731	739	684	684

Table 3: Departmental Summary of Standard Objects of Expenditure

(thousands of dollars)				
	Privy Council Office			
	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
<i>Personnel</i>				
Salaries and wages	42,379	41,467	37,899	37,774
Contributions to employee benefit plans	8,064	8,254	7,540	7,515
	50,443	49,721	45,439	45,289
<i>Goods and Services</i>				
Transportation and communications	4,857	4,734	4,507	4,507
Information	3,095	3,094	2,951	2,951
Professional and special services	9,386	9,657	9,408	9,508
Rentals	916	782	749	749
Purchased repair and maintenance	970	976	929	929
Utilities, materials and supplies	2,269	1,768	1,683	1,683
Construction and/or acquisition of machinery and equipment	3,123	1,840	1,840	1,840
Other subsidies and payments	33	-	-	-
<i>Commissions of Inquiry</i>	4,902	4,889	-	-
	29,551	27,740	22,067	22,167
Total operating	79,994	77,461	67,506	67,456
<i>Transfer Payments</i>				
Grants	48	48	48	48
Contributions	4,394	4,094	4,094	3,094
	4,442	4,142	4,142	3,142
Total	84,436	81,603	71,648	70,598

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

Table 4: Program Resources by Business Line for the Estimates Year

(thousands of dollars)				
Business Lines	FTE	Budgetary		Planned Spending
		Operating	Transfer Payments	
Office of the Prime Minister	85	6,204	-	6,204
Ministers' Offices	82	7,707	-	7,707
Privy Council Office	372	34,235	4,142	38,377
Commissions of Inquiry and Task Forces	-	4,889	-	4,889
Corporate Services	200	24,426	-	24,426
Total	739	77,461	4,142	81,603

Table 5: Details of Transfer Payments by Program and Business Line

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Grants by Business Line				
<i>Privy Council Office</i>				
Institute of Intergovernmental Affairs, Queen's University	48	48	48	48
Total Grants	48	48	48	48
Contributions by Business Line				
<i>Privy Council Office</i>				
International Forum of Federations	500	500	500	500
Aboriginal Self-Government Negotiations Consultations with Métis and Off-Reserve Aboriginal groups	1,894	1,894	1,894	1,894
Gathering Strength: Canada's Aboriginal Action Plan	1,300	1,000	1,000	--
700	700	700	700	700
Total Contributions	4,394	4,094	4,094	3,094
Total Grants and Contributions	4,442	4,142	4,142	3,142

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

Table 6: Net Cost of the Privy Council Program

The Estimates of the Privy Council Program include only those expenditures to be charged to its voted authorities. Table 6 provides details of other cost items which need to be taken into account to arrive at the estimated total cost of the Program.

(thousands of dollars)	Forecast Spending 1998-1999*	Planned Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002
Privy Council Program	84,436	81,603	71,648	70,598
<i>Plus:</i>				
<i>Services received without charge from other departments</i>	9,496	9,534	8,905	8,897
Net Cost of the Department	93,932	91,137	80,553	79,495

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