



ESTIMATES

Veterans Affairs Canada

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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

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

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Veterans Affairs Canada and ten other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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Veterans Affairs

2000-2001 Estimates

Part III - Report on Plans and Priorities

Approved:

A handwritten signature in black ink, appearing to read "George Baker". The signature is written in a cursive style with a horizontal line underneath the name.

The Honourable George Baker
Minister of Veterans Affairs

Canada

The *Veterans Affairs Report on Plans and Priorities* describes work that will be carried out in the 2000-01 fiscal year by Veterans Affairs. In providing this information that describes how the Portfolio will use tax dollars to benefit Veterans Affairs' special clients, space limitations do not permit reporting on every planned activity for every Portfolio program; rather, the Report on Plans and Priorities will look at activities that are of interest to Parliament and the general public.

Additional information on the Portfolio may be accessed at Veterans Affairs' award-winning, multi-media website at: <http://www.vac-acc.gc.ca>

The site 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 pensions and allowances, health care, research and other 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, progress of various bills through the legislative process and special features highlighting initiatives and timely issues.

It is an interactive site, with virtual reality tours of the tunnel system at Vimy Ridge, daily reports from Canadian pilgrimage delegations when they go abroad to pay tribute to veterans and their achievements and sacrifices at past scenes of battles, and real audio and video of veteran recollections. Our youth site was designed by youth for youth to educate Canadians, especially the young, about the personal costs and sacrifices that helped to build our country. It underscores the importance of Remembrance Day to those too young to have experienced, first-hand, the horrors of fighting. In addition, it profiles a number of lesser-known heroes and heroines, including Native and Chinese Canadians who worked behind enemy lines, and Nursing Sisters, who braved the rigours of the front-lines to bring aid and comfort to "our boys".

During Veterans' Week, the week leading up to Remembrance Day, many interactive activities are offered on the Veterans Affairs' website - prose and poetry, teachers' resource material, wartime diaries and a list of Veterans' Week activities across the country.

A special Canadian Forces site focuses on the special needs of our military clients and their families. Links are also provided to a number of related sites.

Reader Feedback:

Your comments and suggestions for improving the information contained in this Report on Plans and Priorities would be appreciated. We invite you to forward your comments to the Communications Division at Veterans Affairs Canada. Our address is listed below. Should you prefer to use electronic mail, we may be reached at: *plan@yac-acc.gc.ca*

Contacts for General Enquiries:

Should 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 may be found in the government pages of your local telephone directory.

Portfolio Publications:

The Portfolio produces a variety of publications on its programs and services with their contents available on our website. Publications may also 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
CIA 8M9**

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Section I: Minister's Message

Minister's Message



I am very pleased to present to Parliament, and the people of Canada, the Report on Plans and Priorities for the Veterans Affairs Portfolio for the 2000-01 fiscal year.

As we stand at the threshold of a new century, it is a time of promise for Canadians. We look to the future with confidence, safe in the knowledge that we are recognized throughout the world for our quality of life with a strong and democratic society and a deep sense of community.

It is, however, also a time for reflection. We look back on the events of the previous century with pride at the pivotal role our fighting forces, peacekeepers and those on the homefront played in the defence of freedom and in our ongoing quest for world peace. We commemorate the spirit of generations of Canadians who helped define what it means to be Canadian by uniting in a common cause and working together to overcome the horror of armed conflict. We owe a tremendous debt to these special Canadians and look to the enduring social and economic legacy left behind that allowed Canada to develop into the strong, progressive and internationally-respected country it is today.

Over the years, the Veterans Affairs Portfolio has been recognized as a leader in service excellence. This reputation is founded on the success the organization has achieved in responding to the evolving needs of its clients by shifting program emphasis when and where required and in providing quality service with courtesy, speed and fairness.

In the 2000-01 fiscal year, the Portfolio will continue to build on this solid foundation. Veterans Affairs Canada will carry out a major strategic planning effort that will fundamentally touch on every aspect of the organization. Consultation with stakeholders has been identified as a critical element in the development process. Once completed, our **Strategic Plan** will identify our corporate direction and strategic objectives over the next five years and serve as the blueprint to guide the organization in achieving its goals.

Against this backdrop, we will continue to pursue initiatives aimed at improving service and effectively respond to the challenges associated with the changing needs of our aging veterans as well as our younger Canadian Forces clients.

In 2000-01, the activities carried out by the Veterans Affairs Portfolio will reflect our support for the **Social Union Framework Agreement** and address those important horizontal priorities facing all organizations in the federal government such as regulatory initiatives, quality service and modern comptrollership.

We will demonstrate a strong commitment in advancing the Government's agenda outlined in the October 1999 **Speech from the Throne**. By way of example, we will continue our efforts at building upon the core competencies of our staff (e.g. disability pension adjudication, client needs' assessment, expertise in serving an aging population), strategically expand our partnership activity and extend our knowledge and information infrastructure in order to effectively carry out our contributory role in building *A Dynamic Economy for the 21st Century*. Activities underway in the Portfolio's innovative policy and program areas are highly supportive of a number of priorities, namely: *Health and Quality Care for Canadians*; *A Stronger Relationship with Canada's Aboriginal Peoples*; and, *Building Stronger Communities*. Through our work on sustainable development, we will meaningfully contribute to improving *The Quality of Our Environment* and, where feasible, offer opportunities to engage *Canada's Children and Youth*. Our commemorative programming will promote an understanding of Canada's wartime and peacekeeping involvement and demonstrate how this commitment has contributed to a *Strong and United Canada*. In support of *Canada's Place in the World*, Veterans Affairs will promote national appreciation of Canada's armed forces who now shoulder the responsibility for maintaining peace throughout the world.

In carrying out our work, client satisfaction remains the primary measure of our success and we take every opportunity to listen and respond to our clients' needs. This is consistent with our philosophy of client-centred service and is a hallmark of our tradition of service excellence. We offer our clients the opportunity to complete a comment card at every one of our points of service throughout the country. Every card is read and concerns answered. Our clients are special people and we are honoured to serve them.

The information contained in this Report on Plans and Priorities highlights our activities identified for the 2000-01 fiscal year. I look forward to reporting to you on our achievements in the Portfolio Performance Report for the period ending March 31, 2001.

A handwritten signature in black ink, reading "George Baker". The signature is fluid and cursive, with the first letters of "George" and "Baker" being capitalized and prominent.

The Honourable George Baker

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2000-2001

I submit, for tabling in Parliament, the 2000-2001 Report on Plans and Priorities (RPP) for Veterans Affairs Canada.


I submit, for tabling in Parliament, the 2000-2001 Report on Plans and Priorities (RPP) for the Veterans Review and Appeal Board.

To the best of my knowledge the information:

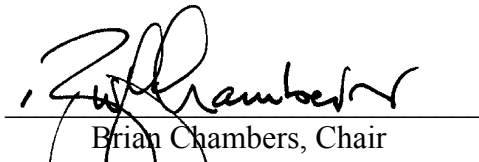
- Accurately portrays the Portfolio's mandate, plans, priorities, strategies and expected key results of the organization.
- Is consistent with Treasury Board policy and instructions and the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- 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.

This document is mainly based on the Planning, Reporting and Accountability Structure which was approved by Treasury Board Ministers on October 30, 1997, and is the basis for accountability for the results achieved with the resources and authorities provided.


Larry Murray, Deputy Minister
Veterans Affairs Canada

February 14, 2000


Brian Chambers, Chair
Veterans Review and Appeal Board

February 16, 2000

Section II: Portfolio Overview

A. Mandate, Mission, Role and Responsibilities

Mandate and Mission

Canada has long recognized the hardship, suffering and sacrifice experienced by veterans, Canadian Forces personnel, civilians and their families during our nation's periods of armed conflict and peacekeeping. The Veterans Affairs Portfolio exists to serve them.

The Veterans Affairs (VA) Portfolio consists of:

- ▶ Veterans Affairs Canada (VAC)
- ▶ Veterans Review and Appeal Board (VRAB)

Veterans Affairs Canada's mandate is to provide benefits and services to eligible Canadians who served their country during periods of armed conflict and peacekeeping and to honour their sacrifice and achievements in the defence of freedom. Its legislative authorities are contained in the *Department of Veterans Affairs Act*, 15 other Acts of Parliament and 30 regulations and orders-in-council.

The **Veterans Review and Appeal Board's** mandate 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. All matters related to appeals under this legislation are authorized under the *Veterans Review and Appeal Board Act*.

Veterans Affairs Mission Statement

To provide veterans, qualified civilians and their families with the benefits and services to which they are entitled; to promote their well-being and self-sufficiency as participating members of their communities; and, to keep the memory of their achievements and sacrifices alive for all Canadians.

Role

Since 1944, the overall role of Veterans Affairs, in cooperation with other federal departments, provincial governments and the private sector, has been to lead in the development, coordination and administration of federal policies and programs that provide support for the financial, social, mental and physical well-being of veterans, eligible Canadian Forces members and former members, qualified civilians and their dependants.

Responsibilities

Minister:

The Minister of Veterans Affairs is accountable to Parliament for Veterans Affairs Canada. The Chair of the Veterans Review and Appeal Board, an independent, quasi-judicial tribunal, reports to Parliament through the Minister and is accountable to the Minister for the use of the Board's resources.

Veterans Affairs Canada

Deputy Minister:

The Deputy Minister of Veterans Affairs Canada is responsible for two business lines under the Veterans Affairs Program and has an Associate Deputy Minister and three Assistant Deputy Ministers who report to him.

Associate Deputy Minister:

The Associate Deputy Minister reports to the Deputy Minister and, at the Deputy Minister's request, takes a lead role specific to selected issues within the business lines.

Assistant Deputy Ministers:

The Assistant Deputy Minister, **Veterans Services**, is responsible for two service lines, Pensions and Allowances and Health Care, under the Benefits and Services Business Line, and reports to the Deputy Minister.

The Assistant Deputy Minister, **Commemoration, Public Relations and Bureau of Pensions Advocates**, is responsible for two service lines, Pensions Advocacy and Commemoration, under the Benefits and Services Business line, and reports to the Deputy Minister.

The Assistant Deputy Minister, **Corporate Services**, is responsible for the Corporate Administration Business Line and reports to the Deputy Minister.

Veterans Review and Appeal Board

The **Chair, Veterans Review and Appeal Board**, is responsible for the Veterans Review and Appeal Board Business Line and reports to Parliament through the Minister of Veterans Affairs.

Figure 1: Summary of Business Lines, Expenditures, and Full Time Equivalents (FTE), 2000-01

Business Lines	\$ millions	FTE*
Veterans Affairs Program		
1. Benefits and Services Business Line	1,957.6	2,848
2. Corporate Administration Business Line	37.5	462
Veterans Review and Appeal Board Program		
3. Veterans Review and Appeal Board Business Line	9.7	123

* A Full Time Equivalent (FTE) is a measure of human resource consumption and refers to the employment of one person for one full year or the equivalent thereof.

Figure 2, Veterans Affairs Portfolio Organization, on page 8, identifies organizationally the positions responsible for each business line.

B. Portfolio/Program Objectives

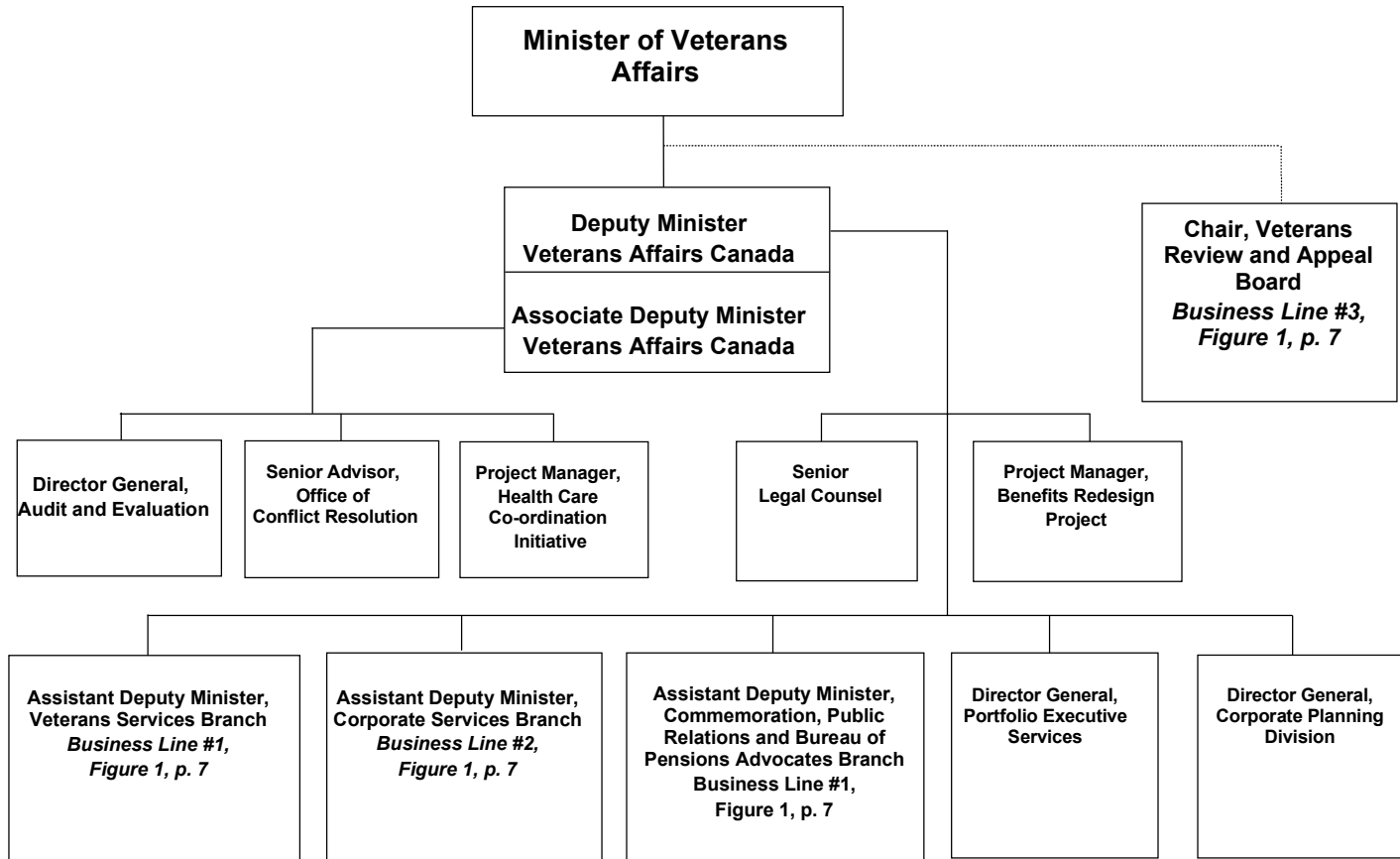
The Portfolio's broad-based objectives are captured in its Mission Statement. The objectives of the Portfolio reflect both our mandate and stated mission:

■ Veterans Affairs Canada

- ▶ contribute to the financial, physical and social health and well-being of veterans and other eligible clients in recognition of the sacrifices they made while serving their country, and to keep the memory of these sacrifices alive for all Canadians.

■ Veterans Review and Appeal Board

- ▶ provides clients with full opportunity to request review and appeal hearings to ensure a fair adjudicative process for disability pension and War Veterans Allowance claims.



_____ The Minister is responsible to Parliament for the Department of Veterans Affairs.
 The Chair (VRAB) reports to Parliament through the Minister.

February 2000

Figure 2: Veterans Affairs Portfolio Organization

C. External Factors Influencing the Portfolio

There are a number of diverse external factors that will have an influence on the Portfolio in 2000-01, including: the need for ongoing fiscal restraint; the performance of the Canadian economy; shared jurisdiction in some program areas (e.g. health care); technological change; and, financial, legislative, administrative and workplace reforms.

For this planning period, however, we will concentrate on the following five factors:

- Demographic Trends of the Client Base:** The overall aging and decline of the Portfolio's veteran client base, coupled with the steady increase of Canadian Forces clients poses the most significant external influence on the Program.

The VA client base is composed of three major groups: war service veterans; eligible Canadian Forces members and former members; and survivors. Traditionally, war service veterans represented the bulk of Veterans Affairs' clientele. The entire population of Canadian war service veterans, estimated at 383,000 in 1999-2000, is projected to decline by one third over the planning period, to a level of about 255,000 by 2004-2005. It is important to note that, whether or not these individuals are in receipt of benefits and services, they represent an important *constituency* for the Portfolio.

For further information:
<http://www.vac-acc.gc.ca/clients/>

The Forecast of Veterans Affairs Clients by Client Type, 1999-2003, demonstrated in Figure 3 below, projects the client population for each of these groups for the planning period.

Figure 3: Forecast of Veterans Affairs Clients by Client Type, 1999-2003

Client Type*	1999-2000	2000-2001	2001-2002	2002-2003
War Service Veterans	109,809	104,423	99,131	93,904
Survivors	69,565	69,257	69,012	68,813
Canadian Forces	28,320	30,075	31,798	33,532
TOTAL**	207,694	203,754	199,940	196,248

* includes clients receiving disability pensions, War Veterans Allowance, treatment, and long-term care as well as benefits and services under the Veterans Independence Program.

** due to rounding, figures may not add to totals shown.

- ▶ **War Service Veterans:** More and more veterans are coping with problems associated with aging, such as chronic ill-health, frailty, dementia and loss of mobility, which often results in increased vulnerability and dependence on others such as family members, friends, community organizations and institutions. The impact of providing services to an aging clientele has resulted in a higher demand for health care services and institutional care. In partnership with other levels of government and non-government organizations, health promotion is a key priority in terms of maintaining independence, preventing illness and improving health and quality of life.

- ▶ **Survivors:** Veterans Affairs survivor clients include widow(er)s and orphans of war service veterans or Canadian Forces clients. Primarily female, and somewhat younger than war service veterans, this client group is not anticipated to decline over the next three years; rather, client projections indicate that their numbers will remain relatively stable.

- ▶ **Canadian Forces members and former members:** The total number of Canadian Forces members is projected to increase over the next three years. Primarily male but including proportionately more females than the veterans group, members tend to be younger, have more dependants, and have different, more complex needs than their war service veteran counterparts. This will have a significant impact on the volume and complexity of work for both the Disability Pensions and Health Care Programs.

In order to effectively meet the needs of the Portfolio's diverse client groups, more staff time will be required to handle the growing requests for service. There is a corresponding need to upgrade specialized skills, enhance our knowledge in a vast range of subject areas and devote greater time and effort in the coordination of community resources.

- **Health Care:** As provincial health care programs undergo extensive reform in the interest of increasing efficiency and economy, Veterans Affairs is faced with new challenges in the administration of our programs and in the delivery of client services. From the program perspective, ongoing reviews of our health policy are conducted to make it more responsive to clients' needs as shifts occur in provincial priorities for health care services and benefits. Our goal is to ensure a seamless continuum of service between VAC programs and other service providers. Recognizing the primary responsibility that the province and local communities have in providing health care to citizens, VAC's health care program is committed to addressing any identified "gaps in care," by providing eligible clients with a range of health care services and benefits based on a holistic perspective that focuses on client needs and desired outcomes over the short and long-term.

<p>For further information: http://www.vac-acc.gc.ca/providers/</p>
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As veterans age, there will be a greater need for program flexibility and access to long-term care beds. The Review of Veterans Care Needs, an in-depth study of the expected needs of veterans over the next eight to ten years, has identified a growing demand for long-term care and a need for more care options.

- **Global Conflict:** Canada has a reputation internationally for making a difference - from our contribution to eliminating land mines to our work with the North Atlantic Treaty Organization (NATO) and the United Nations. An increased presence on the world stage by Canadian peacekeepers in support of Canada's role in building a more secure world and helping ensure peace and security in foreign lands will have a direct impact on Veterans Affairs' client population, future eligibility criteria and program design and delivery.

- **Citizen Engagement/Program Integrity:** Canadians are looking increasingly at all levels of government to consider the public's interest in carrying out their mandated responsibilities and in planning for future generations. Citizens want greater involvement in the decision-making process and in determining how their tax dollars are spent. They want less bureaucracy, improved access to government services and greater cooperation between levels of governments. Canadians desire timely, citizen-centred service with enhanced accountability for results. There is also a growing appreciation for the important role that sustainable development principles can play in all facets of the government's policy, programming and operational activities - whether this is related to the environment or the socio-economic-cultural aspects of Canadian life now and in the future.

- **Canadian Cultural Identity:** The Canadian public has displayed a growing interest in heritage programming. Canadians want to learn more about their country, its history and what makes Canada unique on the world stage. A critical part of the nation's heritage, its wartime and peacekeeping efforts, play a fundamental role in the history of the nation. The character and values displayed by Canadians during these periods of armed conflict are inextricably linked to the forging of a unique Canadian identity. There is an increasing need to promote an understanding of the broader issues related to Canada's wartime and peacekeeping involvement in terms of the causes, costs and consequences of war and the price of an enduring peace. There is also a desire on the part of Canadians to personalize this experience. Many Canadians are, themselves, in search of their own cultural roots through genealogical research and are looking to government, in increasing numbers, to furnish detailed, comprehensive information about family members' participation in war/peacekeeping efforts.

For further information: http://www.tbs-sct.gc.ca/rma/rma_e.html

D. Portfolio Spending Plan

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 FTE levels over the planning period.

	Forecast Spending 1999-2000*	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
(\$ millions)				
Budgetary Main Estimates (gross)	1,969.6	2,004.8	1,985.1	2,002.3
Total Main Estimates	1,969.6	2,004.8	1,985.1	2,002.3
Adjustments**	105.4	0.0	0.0	0.0
Net Planned Spending	2,075.0	2,004.8	1,985.1	2,002.3
<i>Less:</i> Non-responsible revenue	35.0	33.8	32.3	32.3
Plus: Cost of services received without charge	22.1	22.1	22.1	22.1
Net Cost of Program(s)	2,062.1	1,993.1	1,974.9	1,992.1

Full Time Equivalents	3,224	3,433	3,325	3,270
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* 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 and to include Budget initiatives.

Section III: Plans, Results and Resources

A. Veterans Affairs Program

The *Veterans Affairs Program*, delivered by VAC, provides a wide range of benefits and services principally in the areas of health care, disability pensions and income support as well as commemoration programming. Activities in 2000-01 will be delivered by a staff complement of 3,310 full time equivalents from a decentralized organization consisting of a Head Office in Charlottetown, P.E.I., the National Capital Office in Ottawa, Ontario, and a national service delivery network across Canada. The Department also operates a hospital in Ste-Anne-de-Bellevue, Quebec, and maintains battlefield memorials in Europe.

1. Benefits and Services Business Line

1.1 Net Planned Spending (\$ millions) and Full Time Equivalents (FTE)

Forecast Spending 1999-2000*	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
\$1,951.4	\$1,957.6	\$1,938.9	\$1,956.1
2,603 FTE	2,848 FTE	2,728 FTE	2,673 FTE

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

1.2 Business Line Objective

To contribute to the financial, physical and social health and well-being of veterans and other eligible clients in recognition of the sacrifices they made while serving their country, and to keep the memory of these sacrifices alive for all Canadians.

1.3 Business Line Description

The Benefits and Services Business Line consists of four constituent service lines: Pensions and Allowances, Pensions Advocacy, Health Care, and Commemoration. These service lines provide, in a fair and timely manner, compensation for hardships arising from disabilities and lost economic opportunities, professional legal representation, the delivery of innovative health and social programs, and programs aimed at recognizing and honouring the achievements and sacrifices of Portfolio client groups.

1.4 Key Results Commitments, Planned Results, Related Activities and Resources

1.4.1 Pensions and Allowances, Health Care

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>In 2000-01, VAC will continue the ongoing delivery of compensation and health programs to the following eligible clients: Disability Pension Program (151,000 clients); War Veterans Allowance Program (15,000 clients); Veterans Independence Program (63,000 clients); Treatment Benefits (112,000 clients); and, Long-Term Care (7,400 clients).</p>	1,918.7	1,898.6	1,915.7
		<p>Deliver special benefits to eligible Merchant Navy Veterans (MNV) or their surviving spouses in recognition of their service to Canada during the First World War, the Second World War and the Korean War. This special benefit is meant to compensate MNVs for post war demobilization benefits which were paid only to members of the Armed Forces.</p>			
		<p>Review of Veterans Care Needs: The Project will have finalized the evidence-based client profile of the care needs of the Canadian Forces (CF) clients; proposed revisions to service delivery requirements, procedures and program eligibility which impede service and act as barriers to Canadian Forces clients in accessing support and services; and, identified information and communications needs. VAC activities will include ongoing liaison with National Defence through the VAC-CF Project; consultation with clients, stakeholders, and staff on results and recommendations; and ongoing implementation by program areas of changes resulting from the project which respond to identified needs.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>The Continuum of Service policy framework is designed to address gaps in programs and services for veterans and Canadian Force clients. The policy framework will facilitate the provision of services and benefits over time and their integration across jurisdictions, and has the potential to contribute to the nation's understanding of disabled and elderly populations and how their health needs can best be met. In 2000-2001, VAC will:</p> <ul style="list-style-type: none"> • develop a policy paper which can be used to plan and implement changes in programs, eligibility and service delivery; and • identify and develop applied research opportunities. 	1,918.7	1,898.6	1,915.7
		<p>Client-centred Service Approach (CCSA) as the Veterans Services Branch "business model": Implementation objectives include the cultural incorporation of the CCSA "philosophy" as the underlying approach for doing business; the operational integration of the CCSA "model" as the framework for serving clients; and the technical implementation of the CCSA "tools" on the Client Service Delivery Network (CSDN) as key new elements for client screening, assessment and care plan processes. While change to the philosophy of client service will be an ongoing evolution, the implementation of the model and the availability of the tools is scheduled for completion by January, 2001.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>In 1998, VAC established the VAC-CF Project to serve as a focal point within the department to reshape VAC service delivery to Canadian Force members and former members. Staff from the Department of National Defence as well as VAC staff at Head Office, and in the Regions and Districts will work together to implement service improvement initiatives related to Care of the Injured which includes improving business processes, partnering initiatives and coordination of activities between both VAC and DND. Project activities, as required by the Quality of Life initiative, include: implementation of proposed amendments to the <i>Pension Act</i> and the <i>Veterans Health Care Regulations</i>; establishing a strong network between the two Departments which encourages commitment to the improvement of services for CF members; raising VAC staff awareness of CF members' needs and raising CF members awareness of VAC programs and services. An interdepartmental Steering Committee, chaired by the ADM Veterans Services Branch, VAC, and the ADM HR-Mil, DND will provide overall direction to the project.</p>	1,918.7	1,898.6	1,915.7
		<p>In Long-Term Care, a multi-year strategy has been developed which will ensure the effective provision of institutional long-term care for veterans across Canada and address many of the health care conclusions contained in the Review of Veterans Care Needs Study, the Report of the Auditor General and the Senate Sub-Committee, <i>Raising the Bar: Creating a New Standard in Veterans Health Care</i>.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>In partnership with other levels of government and non-government organizations, VAC developed a national health promotion strategy, outlined in the Framework for Health Promotion and Education, finalized in the fall of 1999. Veterans Affairs Canada will:</p> <ul style="list-style-type: none"> • finalize a partnership agreement with Health Canada in April 2000; • implement, in partnership with the P.E.I. provincial government and Health Canada, a Tele-Hospice project on P.E.I. in 2000-01. This project will explore the use of technology in home care settings to improve the quality of life of individuals requiring home and/or palliative care; and, • sponsor a public symposium on care giver issues in May 2000. <p>VAC will also develop health promotion initiatives to benefit younger clients, supporting them in maintaining and improving their health and independence and that of their families.</p>	1,918.7	1,898.6	1,915.7
		<p>In 2000-01, VAC will develop and begin the implementation of improvements to the Table of Disabilities and Medical Guidelines that will enable the Department to improve the consistency of assessment decisions and better articulate the reasons for assessment levels for applicants and pensioners. This task was a priority recommendation of the Senate Sub-committee on Veterans Affairs. As well, the task addresses the concerns raised in the 1998 Auditor General's Report.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>Complete the transfer of economic support functions into the Ontario Region (Kirkland Lake) in April 2000.</p>	1,918.7	1,898.6	1,915.7
		<p>Business procedures will be improved to enhance the timeliness of service delivery to clients in two areas: processing change of address and death notices; and turn around time for first application and special awards applications under the Disability Pension Program.</p>			
		<p>Service Canada Initiative: VAC is working with provincial and municipal partners to establish and maintain three in-person sites to provide integrated client services to veterans and other seniors through a Memorandum of Understanding signed recently with Service Canada. In support of Service Canada, VAC and its partners will offer the following services to veterans and seniors in the three pilot sites:</p> <ul style="list-style-type: none"> • coordinated access to all health and social programs; • faster, more efficient service through joint screening and shared assessments; • accurate and complete information on services provided at all levels of government and local agencies; and, • accurate and prompt referral service to the appropriate government level or community agency where required. 			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>Access Canada for Seniors Strategy (ACFS): VAC is working with other departments, and the public and private sectors to enhance the ability of seniors, their families and/or caregivers to access multi-jurisdictional information, services and transactions on the Internet to support their well-being and self-sufficiency in their communities. As part of the Access Canada for Seniors (ACFS) Strategy, VAC will create an ACFS Seniors Information Portal including the development of seniors life event interactions, and the eventual Government Online translations. In 2000-01, Phase 1 will provide a lens for Canadian seniors, their families and caregivers to access seniors' information on federal, provincial, and other Web sites. VAC will also partner with Industry Canada and explore the feasibility of partnering with residential care managers to host Internet sites in their facilities thereby enhancing lifestyle and recreational programming for seniors and their families.</p>	1,918.7	1,898.6	1,915.7
		<p>Royal Canadian Legion Projects: In 1999, Veterans Affairs conducted two pilot projects with N.S. and P.E.I. Royal Canadian Legion Commands, using technology to facilitate access to and disseminate health information with the aging client group. In 2000-01, the Department plans to expand this initiative to encompass other Provincial Legion Commands.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>The VAC Post Traumatic Stress Disorder (PTSD) Committee will coordinate all VAC activities, communications, studies and initiatives in the area of PTSD and other stress-related psychiatric disorders and identify, evaluate and respond to the special needs of clients with PTSD and/or other stress-related psychiatric disorders. Activities planned for 2000 include the finalization of a report outlining gaps and issues in the management of clients with PTSD and other stress-related psychiatric disorders including recommendations for changes and improvements, the development of Psychiatric Pension Assessment Guidelines for inclusion in the Departmental Table of Disabilities, the development of an integrated Pensions and Health Care Protocol for delivering benefits and services to clients with PTSD, and the development of training modules for staff delivering benefits and services to clients with PTSD.</p>	1,918.7	1,898.6	1,915.7
		<p>The VAC Gulf War Committee will coordinate all VAC activities, communications, studies, research and initiatives related to Gulf War issues and will identify and evaluate the special needs of clients who served in the Gulf, while continuing to work towards improving VAC's response to meeting those needs. Activities planned for 2000 include developing and improving VAC's approach, communications, policies, guidelines and business processes surrounding the provision of benefits and services to Gulf War clients.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>Implement Release 2 of the Client Service Delivery Network which builds on the functionality of the economic support and health care programs and replaces the various legacy systems that support the delivery of the Disability Pensions Program. The scope of Release 3 has been modified to focus on support for the Client-centred Service Approach business model and new business processes. These requirements will be addressed in a series of phases during the planning period.</p>	1,918.7	1,898.6	1,915.7
		<p>Amend Veterans Affairs' statutes and regulations to modernize the benefits and obligations of same-sex partners. Following Charter decisions of the Supreme Court of Canada, all federal government legislation will be amended to provide equivalent rights and obligations to all common-law partners, now defined as including "same-sex" partners.</p>			
		<p>Carry out miscellaneous amendments to veterans' legislation through the passage of an Omnibus Bill. These "Housekeeping" amendments will be non-controversial, minor in nature, and have negligible financial impact. Proposals include updates to provisions relating to the assessment of disability benefits provided by other parties, improvements in overpayment recovery and the introduction of overpayment remission for the pension program. There will be improvements in program delivery in other areas including adjudication, information exchange with other departments and programs and regulation-making formalities.</p>			

1.4.1 Pensions and Allowances, Health Care (cont'd)

Key Commitments to Canadians	Planned Result	Related Activities	Resources (\$ millions) Total Pensions and Allowances, Health Care Service Lines		
			2000-01	2001-02	2002-03
<p>The delivery of benefits and services that contribute to the independence, quality of life and standard of living of Canada's veterans, eligible Canadian Forces members and former members, qualified civilians and their families in recognition of their sacrifice to the nation</p>	<p>Compensation for sacrifice in service to Canada</p> <p>Client independence and healthy lifestyle</p>	<p>In consultation with clients, a number of client-based service standards have been developed to address quality aspects associated with service delivery. Throughout the planning period, progress against these standards will be monitored to measure compliance and, where required, action initiated in areas that require improvement.</p>	1,918.7	1,898.6	1,915.7

1.4.2 Pensions Advocacy

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Pensions Advocacy Service Line		
			2000-01	2001-02	2002-03
<p>The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances</p>	<p>Clients being informed of process and their rights</p> <p>Professional case preparation and representation</p>	<p>Counselling by an advocate at the Bureau of Pensions Advocates (BPA) is offered 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 for final appeals of War Veterans Allowance decisions.</p> <p>Continue case preparation and client representation by the Bureau.</p> <p>Continue to inform clients about their rights and the review and appeal process.</p> <p>Ongoing peer review and feedback of cases presented by the BPA, as well as decision review by senior management, will ensure quality and professionalism in case preparation and representation.</p> <p>Upon client request, decisions are reviewed and, where there are perceived errors of fact or errors of law in a given case, clients will be counselled regarding their rights to proceed to higher levels of adjudication.</p>	7.4	8.8	8.9

1.4.2 Pensions Advocacy

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Pensions Advocacy Service Line		
			2000-01	2001-02	2002-03
<p>The rights of Veterans Affairs Canada clients protected through professional, legal representation in appealing decisions related to disability pensions and allowances</p>	<p>Clients being informed of process and their rights</p> <p>Professional case preparation and representation</p>	<p>In consultation with clients, a number of client-based service standards have been developed to address quality aspects associated with service delivery. Throughout the planning period, progress against these standards will be monitored to measure compliance and, where required, action initiated in areas that require improvement.</p>	7.4	8.8	8.9

1.4.3 Commemoration

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Commemoration Service Line		
			2000-01	2001-02	2002-03
A knowledgeable Canadian public that recognizes the achievements and sacrifices of its citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation	Increased knowledge and public awareness of commemoration subject matters by Canadians, especially youth	<p>Education: The Program will continue to provide education products and services to students and educators throughout Canada; and foster and encourage youth engagement in commemorative subject matter through education activities and alliances.</p>	31.5	31.5	31.5
		<p>Community Outreach: Efforts in Community Outreach are directed at developing and facilitating commemorative projects on a national and community basis and encouraging education. Examples include commemorative ceremonies, special events, history symposiums, development of commemorative elements of the VAC website, and national presentation of commemorative messages. VAC will continue to provide support for community ceremonies and other outreach activities across the country in 2000-01, when and where feasible.</p>			
	Veterans recognition in life and death	<p>Honours and Awards: Over the planning period, approximately 4,000 medals and 2,600 replacement medals per year will be issued by the Department.</p>			

1.4.3 Commemoration (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Commemoration Service Line		
			2000-01	2001-02	2002-03
<p>A knowledgeable Canadian public that recognizes the achievements and sacrifices of its citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation</p>	<p>Veterans recognition in life and death</p>	<p>Pilgrimages and Ceremonies: Pilgrimages provide an opportunity to visit former battlefields and war cemeteries in order to commemorate the sacrifices and achievements of Canadian veterans. The planned schedule is:</p> <ul style="list-style-type: none"> • May 1-11, 2000 The Netherlands: to celebrate the 55th Anniversary of the liberation of the Netherlands and the end of the Second World War in Europe; • May 24-25, 2000 Commemoration/repatriation of the remains of Canada's Unknown Soldier; and, • Nov. 28 - Dec.7, 2000 Hong Kong and Japan: to commemorate the 55th Anniversary of the liberation of Hong Kong Prisoners of War. 	31.5	31.5	31.5
		<p>Veterans' Week: The week leading to Remembrance Day provides Canadians with the opportunity to pay respect and grant recognition for the efforts of Canada's veterans and peacekeepers. VAC will continue to support this nation-wide initiative throughout the time period by undertaking a diverse number of activities.</p>			
		<p>Tomb of the Unknown Soldier: VAC will be the lead government department in support of this Royal Canadian Legion millennium project. The remains of an unknown soldier will be repatriated from Vimy and interred in the National War Memorial in Ottawa.</p>			

1.4.3 Commemoration (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Commemoration Service Line		
			2000-01	2001-02	2002-03
A knowledgeable Canadian public that recognizes the achievements and sacrifices of its citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation	Veterans recognition in life and death	<p>Funeral and Burial:</p> <ul style="list-style-type: none"> Last Post Fund: In 2000-01 VAC will gain approval for new Funeral and Burial Regulations which will transfer full authority for payment of Funeral and Burial applications to the Last Post Fund. In consultation with clients, a number of client-based service standards have been developed to address quality aspects associated with service delivery. Throughout the planning period, progress against these standards will be monitored to measure compliance and, where required, action initiated in areas that require improvement. 	31.5	31.5	31.5
	The maintenance, preservation and showcasing of Canada's commemorative resources which are among the nation's symbols of identity	Graves, Grave Markers and Cemeteries: VAC will continue grave maintenance for approximately 110,000 Canadian war dead located in 74 countries, as well as approximately 300,000 other grave sites located in about 15,000 cemeteries across Canada where service personnel, veterans and others have been laid to rest.			
		Memorials: In 2000-01, further site development at Beaumont-Hamel Newfoundland Memorial may take place.			

1.4.3 Commemoration (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Commemoration Service Line		
			2000-01	2001-02	2002-03
<p>A knowledgeable Canadian public that recognizes the achievements and sacrifices of its citizens in the defence of freedom and appreciates the historical significance of these accomplishments in the development of Canada as a nation</p>	<p>The maintenance, preservation and showcasing of Canada's commemorative resources which are among the nation's symbols of identity</p>	<p>Site Visitors: Throughout the reporting period, it is anticipated that the sites identified below will receive visitors in the following magnitude:</p> <ul style="list-style-type: none"> • The Books of Remembrance, Parliament Hill, Ottawa, Canada (250,000); • Vimy Memorial Park, France (750,000); and, • Beaumont-Hamel Newfoundland Memorial, France (100,000). <p>In addition, eleven other European war memorials and two VAC cemeteries (located in Esquimalt, B.C., and Halifax, N.S.) are open to the public.</p>	31.5	31.5	31.5
		<p>Canadian Virtual War Memorial: In 2000-01, efforts will be undertaken to enhance the Canadian Virtual War Memorial located on the VAC website to incorporate linkages to the Books of Remembrance.</p>			

2. Corporate Administration Business Line

2.1 Net Planned Spending (\$ millions) and Full Time Equivalent (FTE)

Forecast Spending 1999-2000*	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
\$114.6	\$37.5	\$35.7	\$35.7
520 FTE	462 FTE	462 FTE	462 FTE

* Reflects best forecast of total planned spending to the end of the fiscal year, and includes forecast expenditures related to Merchant Navy Veterans payments.

2.2 Business Line Objective

To provide corporate direction and operational support services that meet the specific needs of Portfolio program delivery as well as the Minister's and the Chair's (VRAB) priorities, the requirements of Parliament and Central Agencies.

2.3 Business Line Description

The Corporate Administration Business Line is composed of the following corporate functions: Offices of the Minister, the Deputy Minister, the Associate Deputy Minister, the Assistant Deputy Minister Corporate Services, Conflict Resolution, and Access to Information and Privacy; as well as executive secretariat services (including legislation and regulation), communications, corporate planning, finance (including Property Management functions), human resources, information management, management support services, audit and evaluation, and security services. These functions provide the corporate management and administrative support which enables the organization to set direction, manage change and assess performance.

2.4 Key Results Commitments, Planned Results, Related Activities and Resources

2.4.1 Corporate Administration Business Line

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Corporate Administration Business Line		
			2000-01	2001-02	2002-03
N/A	Portfolio resources meet corporate and program delivery needs in a cost-effective manner	<p>Strategic Plan: In 2000-01, the Department will carry out a comprehensive strategic planning project that will identify departmental direction for the next five years. As such, the Planned Activities identified in this document for the 2000-01 fiscal year and beyond may be subject to change based on the outcome of the strategic planning exercise. All modifications will be reflected in our Portfolio Performance Report for this time period.</p> <p>Horizontal Initiatives: Veterans Affairs is involved in a number of horizontal initiatives to promote interdepartmental collaboration and gain efficiencies through collective action. These government-wide initiatives can be found in Section IV on page 37 of this report.</p> <p>Strategic Partnership: Knowledge Economy Partnership (KEP), an alliance of federal, provincial, municipal and education partners, will focus on the following strategic priorities over the next two to three year period:</p> <ul style="list-style-type: none"> • Citizen-centred service delivery; • Identification of opportunities and potential partners to advance the Knowledge Economy and Information Technology on P.E.I.; and 	37.5	35.7	35.7

2.4.1 Corporate Administration Business Line (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Corporate Administration Business Line		
			2000-01	2001-02	2002-03
N/A	Portfolio resources meet corporate and program delivery needs in a cost-effective manner	<ul style="list-style-type: none"> Human Capital - determining how the knowledge economy affects workers and how workers affect the knowledge economy. Action Plans will be developed around each of the strategic priorities, as well as the evaluation which was completed in November 1999. <p>Corporate Initiatives:</p> <ul style="list-style-type: none"> Human Resources: Major initiatives in 2000-01 will include: Universal Classification Standard (see page 41); implementation of a “Framework for Good Human Resources Management” and alignment of organizational processes; and ensuring that the Portfolio’s LaRelève initiative has relevance and meaning to individual employees at the local level. Finance: The Department will prepare to implement a new financial system, Freebalance, for April 1, 2001; migrate to a new client server Salary Management System (SCAFS); and, assess the feasibility of implementing an integrated financial and materiel/assets management system in accordance with the Shared Systems policy initiative. Training will be undertaken to prepare functional staff for the implementation of the Financial Information Strategy (see page 40), and policies will be rewritten to support changes to processes necessary to comply with FIS requirements. 	37.5	35.7	35.7

2.4.1 Corporate Administration Business Line (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Corporate Administration Business Line		
			2000-01	2001-02	2002-03
N/A	Portfolio resources meet corporate and program delivery needs in a cost-effective manner	<p>Information Technology (IT):</p> <ul style="list-style-type: none"> Establish a new organization model for the Departmental Information Management and Information Technology functions by implementing one Information Management/Information Technology (IM/IT) organization, and moving to a Governance Model, while maintaining a proper balance between decentralized and centralized support. The major IT initiative in 2000-01 will be the stabilization of the IM/IT infrastructure in support of the new Client Service Delivery model and the business lines of the Portfolio. 	37.5	35.7	35.7
	Portfolio strategic initiatives and projects are assessed and performance reported	<p>In 2000-01, the following three program evaluation activities will be undertaken:</p> <ul style="list-style-type: none"> Pension Program Operations and Benefits: to ensure that current program benefits are appropriate to meet both current and changing client needs and that the pension program is operated in an effective, efficient and economical manner and in compliance with applicable legislative requirements. Veterans Affairs Canada-Canadian Forces Initiative will determine the extent to which the VAC-CF Initiative has been successful in achieving its goals. 			

2.4.1 Corporate Administration Business Line (cont'd)

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Total Corporate Administration Business Line		
			2000-01	2001-02	2002-03
N/A	Portfolio strategic initiatives and projects are assessed and performance reported	<ul style="list-style-type: none"> Results Measurement Studies - Improved Reporting to Parliament Project (IRPP): to provide support to the results measurement studies required to meet reporting commitments to Treasury Board as set out in the Planning, Reporting and Accountability Structure (PRAS) and in the Audit and Evaluation Committee approved IRPP Results Measurement Framework (October 1998). 	37.5	35.7	35.7
		A Portfolio Performance Report (part of the statutory reporting requirements for all government departments) is tabled in Parliament on an annual basis and documents Portfolio performance achievements.			
		Throughout the planning period, all major strategic initiatives and projects will be approved by the Departmental Executive Board of VAC with progress monitored and reported on a regular basis.			
	Stakeholder consultation on major Portfolio change initiatives	The Portfolio attaches great importance to the role that both formal and informal consultation with stakeholders plays in change initiatives. Throughout the planning period, this activity will continue with emphasis in 2000-01 on consultation related to the Department's strategic planning initiative.			

B. Veterans Review and Appeal Board Program

The **Veterans Review and Appeal Board Program (VRAB)**, delivered by the Veterans Review and Appeal Board, an independent, quasi-judicial agency, renders decisions on reviews and appeals of disability pensions and final appeals on war veterans allowances. These activities in 2000-01 will be delivered by a staff complement of 123 full time equivalents. Appeal hearings are held primarily in Charlottetown with review hearings conducted across Canada. All activities are supported out of the Head Office in Charlottetown.

3. Veterans Review and Appeal Board Business Line

3.1 Net Planned Spending (\$ millions) and Full Time Equivalents (FTE)

Forecast Spending 1999-2000*	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
\$9.0	\$9.7	\$10.5	\$10.5
101 FTE	123 FTE	135 FTE	135 FTE

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

3.2 Business Line Objective

To provide clients with full opportunity to request review and appeal hearings to ensure a fair adjudicative process for disability pension and War Veterans Allowance claims.

3.3 Business Line Description

The Veterans Review and Appeal Board is an independent quasi-judicial agency adjudicating reviews and appeals of pensions as well as appeals of War Veterans Allowance cases.

3.4 Key Results Commitments, Planned Results, Related Activities and Resources

3.4.1 Veterans Review and Appeal Board Business Line

Key Commitments to Canadians	Planned Result	Planned Activities	Resources (\$ millions) Veterans Review and Appeal Board Business Line		
			2000-01	2001-02	2002-03
Fairness in the Disability Pension and War Veterans Allowance Programs	<p>Independent review and appeal process</p> <p>Consistent and timely adjudication of claims</p> <p>Client informed of their rights</p>	<p>Adjudication on review hearings, appeal hearings and reconsiderations.</p> <p>Monitor progress and improve upon the timeliness of service delivery by continually exploring opportunities to achieve efficiencies in the timeliness of decisions through streamlining and advances in technology. Various options will be explored and piloted in 2000-01.</p> <p>Continue our commitment to quality by:</p> <ul style="list-style-type: none"> • the production of fully articulated decisions; • evaluating feedback from a client survey on quality of service being completed in the 1999-2000 fiscal year and implementing changes where feasible; and • continuing to identify and implement opportunities to improve our communications with clients. 	9.7	10.5	10.5

Section IV: Horizontal Initiatives

A. Regulatory Initiatives

Legislation and Regulations	Planned Results
Amendments to <i>Veterans Health Care Regulations</i>	<p>Amendments pursuant to the Quality of Life initiative, to improve benefits and services for Canadian Forces personnel disabled as a result of peacetime service in other than Special Duty Areas.</p> <p>Program adjustments concerning seriously disabled veterans, income-based eligibility and chronic care.</p> <p>Address observations made by the Standing Joint Committee for the Scrutiny of Regulations.</p> <p>Implementation of other housekeeping amendments.</p>
Modernizing benefits and obligations	Modernize benefits and obligations contained in Veterans Affairs' regulations.
<i>Veterans Burial Regulations 1995</i> and <i>Last Post Fund Regulations, 1995</i>	<p>Merger of two regulations.</p> <p>Transfer of administration of burial program to the Last Post Fund.</p> <p>Address observations made by the Standing Joint Committee for the Scrutiny of Regulations.</p> <p>Implementation of other housekeeping amendments.</p>
Regulatory amendments consequential to Bill C-61 (S.C. 1999, c. 10) and to upcoming omnibus legislation	<p>Regulations updated to reflect amendments to legislative framework or enabling statutes.</p> <p>Miscellaneous consequential amendments implementing government policy.</p>

Further details on these regulatory proposals may be obtained by writing to Richard Brunton, Director, Portfolio Legislation, Portfolio Executive Services at Veterans Affairs Canada, 66 Slater Street, Ottawa, Ontario K1A 0P4. Mr. Brunton may also be contacted through the Internet at rbrunto@vac-acc.gc.ca, by telephone at (613) 996-4173 or by facsimile at (613) 941-5434.

B. Sustainable Development

Sustainable Development (SD) Strategies	Expected Results
Benefits and Services Business Line	
<p>Seek to shape social values relating to global conflict towards more sustainable ones.</p> <p>Seize opportunities to enhance promotion through use of emerging technologies.</p>	<p>Research and capture, both electronically and physically, archival material to support the Portfolio's commemorative activities.</p> <p>Develop a data base of oral interviews with veterans for a variety of public uses.</p> <p>Develop a Canadian Virtual War Memorial to promote the role of veterans in the development of Canada.</p>
Corporate Administration Business Line	
<p>Ensure that staff are aware of SD expectations and their responsibilities.</p> <p>Undertake a strategic review of the Portfolio training programs to ensure that staff are adequately equipped for the shift to sustainable operations, particularly in the areas of facility management, procurement and policy development.</p> <p>Ensure responsible stewardship of the environment in business functions.</p>	<p>Continue the development of our Environmental Management System (EMS) and the development of an EMS site on the Portfolio Intranet.</p> <p>Training and awareness modules on sustainable development and environmental management principles will be shared with all staff through electronic media.</p> <p>Appropriate staff will receive ISO 14000 training.</p> <p>Conservation and monitoring equipment for energy and water usage will be tested and, if determined feasible, will be utilized throughout the Portfolio.</p> <p>Goods and services' suppliers will be contacted regarding the elimination of packaging and or the removal of packaging upon delivery of goods and services.</p>

Sustainable Development (SD) Strategies	Expected Results
Corporate Administration Business Line (cont'd)	
Revise parking policy at major facilities and establish coordination capacity.	The parking policy guidelines will include quality of life as well as environmental issues. Approval process will be centralized to improve efficiency.
All Business Lines	
An updated Sustainable Development Strategy will be tabled in Parliament in December 2000.	The updated strategy will emphasize not only the environmental but also the social, economic and cultural principles of sustainable development and the role Veterans Affairs plays in improving the quality of life of its clients as well as the Canadian public.

For further information: http://www.oag-bvg.gc.ca/domino/cesd_cedd.nsf/html/menu_e.html

C. Quality Service

Veterans Affairs' commitment to quality service has been widely recognized over the years. The Portfolio has adopted a step-by-step approach that builds on our past successes and encourages an organizational culture dedicated to the principles of client satisfaction, employee teamwork and continuous improvement. In adopting this strategy, we recognize that the responsibility for quality is shared by all Portfolio employees.

For further information:
http://www.tbs-sct.gc.ca/si-si/home_e.htm

The Portfolio will undertake the following quality service activities in 2000-01:

- **Service Standards:** in consultation with clients, a number of challenging service standards were developed and published in 1998. The standards address the five key drivers of client satisfaction which are: timeliness, competence, courtesy, fairness and outcome. In 2000-01, the Portfolio will continue to monitor compliance for the 21 standards contained in the *Veterans Affairs' At Your Service* brochure and will report progress achievements in the Portfolio Performance Report for the period ending March 31, 2001.

- **Client Comment Cards:** throughout the year, the Portfolio obtains feedback on the quality of its service delivery from clients and their representative organizations using both formal and informal methods. In 2000-01, the Portfolio will continue to solicit feedback on client opinion through the use of client comment cards. The results from this exercise will be reported in the Portfolio Performance Report for the period ending March 31, 2001.
- **Service Innovation:** the Portfolio will continue its participation in pilots, studies and other initiatives that are actively exploring or promoting improved service delivery. Examples include projects on integrated service delivery and service clustering (especially for seniors), co-location and strategic partnering.
- **Participation in Quality Service:** the Portfolio will continue to play an active role in a number of committees, working groups and workshops that promote service improvement and quality service.

D. Modernization of Comptrollership

The federal government is committed to modernizing its comptrollership practices by moving from an emphasis on controls and compliance to a focus on results and values. At its core, Modern Comptrollership means vigorous stewardship of public resources, a high standard of ethics, better information for decision-making and provision for appropriate parliamentary oversight. In 1999, Veterans Affairs Canada joined the ranks of nine other Departments to pilot innovations in the “Modernization of Comptrollership”. Over the next few years, VAC will fully participate and contribute to this important government-wide initiative.

For further information:
http://www.tbs-sct.gc.ca/Pubs_pol/partners/dwnld/rirp-e.pdf

While initial efforts have focussed on conducting a baseline assessment to compare the Department’s comptrollership capacity against benchmarks and a common standard, the intent is to use the outcome of this assessment to establish an integrated Comptrollership Action Plan for the Department. The Plan will take the form of a “Management Agenda” dedicated to achieving the right results...results that are right for clients, right for Canadians, and right for the organization and its people. The Agenda is expected to be completed by early fiscal year 2000-01 and will embody the Department’s goals and targets for “Modernization of Comptrollership”.

E. Financial Information Strategy

The Financial Information Strategy (FIS) is a government-wide strategy to improve the quality and timeliness of financial information available throughout government, which in turn will provide increased efficiency of program and service delivery in departments (improved decision-making, planning, program delivery and reporting). FIS will implement accounting policies and procedures in the Government of Canada which are in

greater conformity with Generally Accepted Accounting Principles used in the private sector. Under FIS, accounting will be fully decentralized to departments and agencies, which will be fully accountable for the quality and timeliness of their input to central systems from which are drawn the government-wide financial statements.

For further information:

http://www.tbs-sct.gc.ca/FIS_SIF/FIS-SIF_e.html

- Preparation for full implementation of FIS on April 1, 2001, includes:
 - educating and preparing staff for their increased roles and responsibilities under FIS;
 - implementing a new integrated financial and materiel system; and,
 - revising/implementing new financial policies and procedures as well as new accounting rules.

Substantial resources will be dedicated to training all staff in the Department involved in any aspect of spending or management of resources. The Department must ensure that affected staff have the required expertise to prepare and/or use the improved financial information which FIS will provide to improve management information for decision-making purposes.

- April 1, 2001 - March 31, 2003: Implement a change management strategy to ensure that managers and staff are oriented to the new and modern means of managing resources under their care. This will include providing any follow-up or further training necessary to ensure that employees have the necessary skills to prepare, understand and interpret the information contained within the new financial system and accounting policies which support the more modern accounting and financial management environment.

F. Universal Classification Standard

The impending conversion to the new occupational groups and levels making up the Universal Classification Standard (UCS) represents the largest human resources management initiative undertaken by the government in the past thirty years. Aside from assuring that conversion to UCS meets Veterans Affairs' own business needs and is viewed as generally fair and reasonable by our employees, attention must be paid to other issues arising from implementation that are service-wide in significance.

For further information:

<http://www.tbs-sct.gc.ca/ucs-ngc/english/home.html>

In 2000-01, cross-cutting issues will include: reconciling functional group realignments and inter-departmental relativities, handling of classification grievances, developing change management strategies to deal with organizational reaction, and contributing suggestions for improvements and refinements to the Standard to ensure it continues to meet the needs of a fluid, adaptive workforce in the future.

Addressing horizontal issues such as these requires consensus-building corporate actions as no single department has the exclusive authority, expertise and/or resources to tackle them effectively. They cannot be compartmentalized along institutional lines.

Accordingly, Veterans Affairs will be looking beyond Portfolio boundaries and actively seek out opportunities to work collaboratively with other government departments and agencies to successfully manage UCS pressure points and ensure a smooth transition to the new Standard.

G. Government On-Line

Veterans Affairs will meet the Government on-Line goals of the Government of Canada in 2000-2001 and will be developing an appropriate Departmental Strategy. The Department will continue to work with its Federal partners to introduce more client-focussed and secure access to the VAC electronic environment, within the time frames established by the Treasury Board of Canada.

For further information: http://www.tbs-sct.gc.ca/cio-dpi/home_e.html

H. Health Care Coordination Initiative

The Health Care Coordination Initiative (HCCI) is currently in the second year of a three-year Business Plan. The Business Plan outlines both the partner departments' priorities and the expected outputs for the period. The Initiative has established an Accountability Framework with Treasury Board Secretariat, against which it reports annually its outcomes to Partner Departments and Treasury Board.

The following activities are planned for 2000-01: negotiating joint agreements for services in the dental, pharmacy, audiology and vision care program areas; developing joint Standing Offers for supplies and equipment in the dental, audiology and oxygen program areas; improving program policy analysis through joint expert committees in the Pharmacy and Dental Programs; reporting to Treasury Board annually on the cost-benefit of HCCI and, by November 2000, providing a final three-year report to Treasury Board and Cabinet on the Initiative.

The Business Plan projects savings of \$4.5 Million in each of 1999-00 and 2000-01 against costs in these years of \$1.9 Million per annum. The HCCI Executive Committee has also asked HCCI to explore the possibility of joint development or procurement to support departmental initiatives related to electronic health records.

Section V: Financial Information

Table 5.1: Summary of Capital Spending by Program and Business Line

(\$ millions)	Forecast Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
Veterans Affairs Program				
<i>Benefits and Services Business Line</i>				
Benefits Redesign Project*	23.0	8.9	0.0	0.0
Total Portfolio	23.0	8.9	0.0	0.0

* Treasury Board has approved funding, to a total of \$60 million, on a repayable loan basis. Repayment is scheduled to begin in the 2001-2002 fiscal year.

Table 5.2: Details on Major Crown Project Spending

(\$ millions)	Current Estimated Total Cost	Forecast Spending to March 31, 2000	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Future Year Spending Requirement
Veterans Affairs Program						
<i>Benefits and Services Business Line</i>						
Benefits Redesign Project*	98.6	89.7	8.9	0.0	0.0	0.0

* Treasury Board has approved funding, to a total of \$60 million, on a repayable loan basis. Repayment is scheduled to begin in the 2001-2002 fiscal year.

Table 5.3: Status Report on Major Crown Projects: Benefits Redesign Project

1. Description

The Benefits Redesign Project (BRP) is developing and implementing a new, integrated Client Service Delivery Network (CSDN) to support the delivery of benefits and services associated with the disability pensions, economic support and health care program areas of the Department. The CSDN is being introduced in stages, or releases. Implementation began with the first release in February 1999 with full implementation to be completed during 2000-01.

The CSDN, a technological solution for the delivery of VAC benefits and services, results in faster, high quality decisions that are consistent and standardized; faster and more accurate payment and case processing; and more comprehensive services to clients.

2. Leading and Participating Departments and Agencies

Lead Department	Veterans Affairs Canada
Contracting Authority	Public Works and Government Services Canada
Participating Departments and Agencies	Treasury Board Secretariat Public Works and Government Services Canada Senior Project Advisory Committee (SPAC) consisting of all departments that could be impacted by the project

3. Prime and Major Sub-Contractors

Prime Contractor	EDS Systemhouse Inc. 45 O'Connor Street, Suite 5000 Ottawa, Ontario K2P 1A4
Major Sub-Contractor	AGRA Monenco 1145 Hunt Club Road, Suite 600 Ottawa, Ontario K1V 0Y3

4. Major Milestones

Major Milestones	Date
Project Commencement	April 1993
Initiation (Concept) Phase	August 1993
Preliminary Project Approval - Definition Phase	February 1995
Effective Project Approval - Implementation Phase	October 1997
- Gate 1 Certification	November 1998
- Release 1	February 1999
- Gate 2 Certification	November 1999
- Release 2	October 2000
- Gate 3 Certification	November 2000
- Release 3	November 2000
- Project Closeout	December 2000

5. Progress Report and Explanation of Variances

The Benefits Redesign Project has been underway since 1993 and, on October 30, 1997, the Department received Treasury Board approval to complete the project at a total estimated cost of \$95.2 million.

Funding is shared between the Department and Treasury Board. Treasury Board's contribution is an interest-bearing loan of \$60 million.

In accordance with Major Crown Project policy and the *Enhanced Framework for the Management of Information Technology Projects*, gates have been established by Treasury Board. Funding will be released in stages when the requirements of a gate have been met.

The requirements for the first project gate were met in November 1998 at which time Treasury Board released the frozen allotment of funds required to proceed to the second project gate. The requirements for the second project gate have also been met and a progress report has been submitted to the Treasury Board Secretariat requesting release of the frozen allotment of funds to proceed to the third and final gate.

On February 15, 1999, CSDN Release 1 became the official “system of record” for the delivery of War Veterans Allowance (WVA) and for determining the eligibility of Canada Service Veterans (CSV) for health care programs and services. WVA monthly payments are now being processed using the CSDN. WVA legacy systems have been deactivated.

Release 2, which will support the delivery of the Disability Pensions Program, is now scheduled for implementation in October 2000. The Department has determined that the functionality of the Veterans Independence Program, originally targeted to be split between Releases 3 and 4, would be delivered more cost-effectively through alternative service delivery arrangements.

The scope for Release 3 has been modified to focus on support for the Client-centred Service Approach (CCSA) business model and new business processes. Early Release 3 deliverables have been included in Release 1 to provide needed automated support to the CCSA project sites. Additional Release 3 requirements are expected to be addressed in a series of phases with required functionality in place in order for project closeout to occur by December 2000.

Delays in the project schedule have impacted the implementation dates for the Releases, but have only marginally increased the overall estimated cost of the project - \$98.57 million, which represents an increase of \$3.37 million from the original estimate developed in 1997.

6. Industrial Benefits

To ensure that businesses have an opportunity to use the Benefits Redesign Project to develop their competitive positions to enhance their abilities to undertake similar projects elsewhere, the contract with EDS Systemhouse Inc. includes industrial regional benefits objectives which will be evaluated as the project progresses.

7. Summary of Non-recurring Expenditures

(\$ millions)	Currently Estimated Total Expenditure	Forecast Expenditures to March 31, 2000	Planned Spending 2000-01	Future Years' Requirements
Benefits Redesign Project *	98.6	89.7	8.9	-
<i>Benefits and Services Business Line</i>				

* Treasury Board has approved funding, to a total of \$60 million, on a repayable loan basis. Repayment is scheduled to begin in the 2001-2002 fiscal year.

Table 5.4: Summary of Transfer Payments

(\$ thousands)	Forecast Spending 1999-2000*	Planned Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03
Grants				
Veterans Affairs Program				
<i>Benefits and Services Business Line</i>	1,247.5	1,265.1	1,282.9	1,300.8
<i>Corporate Administration Business Line</i>	0.0	0.0	0.0	0.0
Total Grants	1,247.5	1,265.1	1,282.9	1,300.8
Contributions				
Veterans Affairs Program				
<i>Benefits and Services Business Line</i>	159.5	164.7	166.7	169.9
Total Contribution	159.5	164.7	166.7	169.9
Other Transfer Payments	0.0	0.0	0.0	0.0
Total Other Transfer Payments	0.0	0.0	0.0	0.0
Total Grants, Contributions and Other Transfer Payments	1,407.0	1,429.8	1,449.6	1,470.7

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

Table 5.5: Source of Non-respendable Revenue

(\$ millions)	Forecast Revenue 1999-2000	Planned Revenue 2000-01	Planned Revenue 2001-02	Planned Revenue 2002-03
Veterans Affairs Program				
Provincial hospital and medical insurance plans	20.5	20.0	19.5	19.5
Other in-patient hospital services	7.0	6.5	5.5	5.5
Recovery of pensions from foreign governments and services to foreign veterans	2.0	2.0	2.0	2.0
Refunds of previous year's expenditures	4.5	4.5	4.5	4.5
Other	1.0	0.8	0.8	0.8
Sub-Total	35.0	33.8	32.3	32.3
Veterans Review and Appeal Board Program	0.0	0.0	0.0	0.0
Total Non-respendable Revenue	35.0	33.8	32.3	32.3

Table 5.6: Net cost of Program(s) for the Estimates Year

(\$ millions)	Veterans Affairs Program	Veterans Review and Appeal Board Program	Total
Net Planned Spending	1,995.1	9.7	2,004.8
<i>Plus: Services received without charge:</i>			
Accommodation provided by Public Works and Government Services Canada (PWGSC)	11.2	0.5	11.7
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS	8.4	0.4	8.8
Workman's compensation coverage provided by Human Resources Development Canada	1.2	0.0	1.2
Salary and associated expenditures of legal services provided by Justice Canada	0.4	0.0	0.4
	21.2	0.9	22.1
<i>Less: Respendable Revenue</i>	0.0	0.0	0.0
<i>Less: Non-respendable Revenue</i>	33.8	0.0	33.8
2000-2001 Net cost of Program	1,982.5	10.6	1,993.1

Section VI: Other Information

A. Listing of Statutes and Regulations

Legislation Administered and Associated Regulations

The Minister has sole responsibility to Parliament for the following Acts:

<i>Army Benevolent Fund Act</i>	R.S.C. 1970, c. A-16, as amended
<i>Children of Deceased Veterans Education Assistance Act</i>	R.S.C. 1985, c. C-28, as amended
<i>Department of Veterans Affairs Act</i>	R.S.C. 1985, c. V-1, as amended
<i>Civilian War-related Benefits Act</i>	R.S.C. 1985, c. C-31, as amended
<i>Pension Act</i>	R.S.C. 1985, c. P-6, as amended
<i>Returned Soldiers' Insurance Act, The</i>	S.C. 1920, c. 54, as amended
<i>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
<i>Supervisors War Service Benefits Act</i>	R.S.C. 1952, c. 258
<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. 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

The Minister shares responsibility to Parliament for the following Acts:

<i>Aeronautics Act</i> , section 9	R.S.C. 1985, c. A-2, s. 9, as amended (Minister of Transport)
<i>Appropriation Act</i> No. 10, 1964, National Defence vote 58a	S.C. 1964, c. 34, Sch. B, National Defence vote 58a (Minister of National Defence)
<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</i> , section 5	R.S.C. 1970, c. R-10, s. 5, (Solicitor General)
<i>Royal Canadian Mounted Police Superannuation Act</i> , sections 32 to 34	R.S.C. 1985, c. R-11, s. 32-34 (Solicitor General)

Legislation Administered and Associated Regulations (cont'd)

The Minister has sole responsibility to Parliament for the following regulations and orders:

<i>Army Benevolent Fund Regulations</i>	C.R.C. 1978, c. 358
<i>Assistance Fund (WVA and CWA) 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 Children of Deceased Veterans Education Assistance Regulations</i>	SI/96-66
<i>Civilian Government Employees (War) Compensation Order</i>	C.R.C. 1978, c. 399, as amended
<i>Deceased or Former Members Dependents Payment Order</i>	P.C. 1944-45/8848
<i>Delegation of Powers (VLA) Regulations</i>	C.R.C. 1978, c. 1599
<i>Execution of Purchase of Property Documents Regulations</i>	C.R.C. 1978, c. 1588, as amended
<i>Gallantry Awards Order</i>	C.R.C. 1978, c. 1590
<i>Guardianship of Veterans' Property Regulations</i>	SI/90-95, as amended
<i>Infant or Person of Unsound Mind Payment Order</i>	C.R.C. 1978, c. 1579
<i>Last Post Fund Regulations, 1995</i>	C.R.C. 1978, c. 1600
<i>Memorial Cross Order (World War I)</i>	SOR/95-468
<i>Memorial Cross Order (World War II)</i>	C.R.C. 1978, c. 1622, as amended
<i>Merchant Seamen Vocational Training Order, The Pension and Allowance Adjustment Regulations</i>	C.R.C. 1978, c. 1623, as amended
<i>Pensioners Training Regulations</i>	SOR/49-533
<i>Prescribed Persons and Organizations Regulations</i>	SOR/91-620, as amended
<i>Returned Soldiers' Insurance Regulations</i>	C.R.C. 1978, c. 1581, as amended
<i>Vetcraft Shops Regulations</i>	SOR/96-68
<i>Veterans Allowance Regulations</i>	C.R.C. 1978, c. 1390
<i>Veterans Burial Regulations, 1995</i>	C.R.C. 1978, c. 1582
<i>Veterans Health Care Regulations</i>	C.R.C. 1978, c. 1602, as amended
<i>Veterans Insurance Regulations</i>	SOR/95-467
<i>Veterans Review and Appeal Board Regulations</i>	SOR/90-594, as amended
<i>Veterans Treatment Regulations</i>	C.R.C. 1978, c. 1587
<i>Veterans' Land Regulations</i>	SOR/96-67
<i>War Service Grants Regulations</i>	C.R.C. 1978, c. 1585, as amended
	C.R.C. 1978, c. 1594, as amended
	C.R.C. 1978, c. 1601

Legislation Administered and Associated Regulations (cont'd)

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

Flying Accidents Compensation Regulations

C.R.C. 1978, c. 10, as amended
(the Minister of Transport)

Special Duty Area Pension Order

C.R.C. 1978, c. 350, as amended
(the Minister of National Defence)

Special Forces Superannuation Regulations

C.R.C. 1978, c. 1586 (the President of
the Treasury Board)

B. References

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

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