



ESTIMATES

Privy Council Office

**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.

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Privy Council Office

2000-2001 Estimates

Report on Plans and Priorities

The Right Honourable Jean Chrétien
Prime Minister of Canada

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I MESSAGES

A. *Prime Minister's Message*

As we move forward into the new century, Canadians can look with pride on Canada's success. We have a dynamic economy, a strong and democratic society, and a sense of community. Canadians enjoy expanding opportunities and increasing choices. We are respected members of the international community and recognized throughout the world for our quality of life.

The Government of Canada is committed to building on the strong foundations established during the past one hundred years to ensure that Canada remains a strong and united country and one of the best places in the world to live.

In this regard, through the Speech from the Throne of the fall of 1999, the Government set out a comprehensive strategy to achieve a higher quality of life for all Canadians by:

- developing our children and youth;
- building a strong and dynamic economy;
- strengthening health and quality care for Canadians;
- ensuring the quality of our environment;
- building stronger communities;
- strengthening the relationship with Canada's Aboriginal peoples; and
- advancing Canada's place in the world.

Realizing this goal will require national will, partnerships and collaboration with all aspects of Canadian society.

To meet this ambitious agenda, I will continue to rely on the advice and support of the Privy Council Office. I am confident that the Public Service of Canada will continue to serve Canadians by providing quality services and programs.

I am pleased to present the 2000-2001 Report on Plans and Priorities for the Privy Council Office. This report highlights the policy objectives and relates business lines and plans to achieve of those objectives.

B. 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 the Privy Council Office.

To the best of my knowledge the information:

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

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

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

Mel Cappe
Clerk of the Privy Council and Secretary to the Cabinet
March 2000

II DEPARTMENTAL OVERVIEW

A. Mandate, Roles and Responsibilities

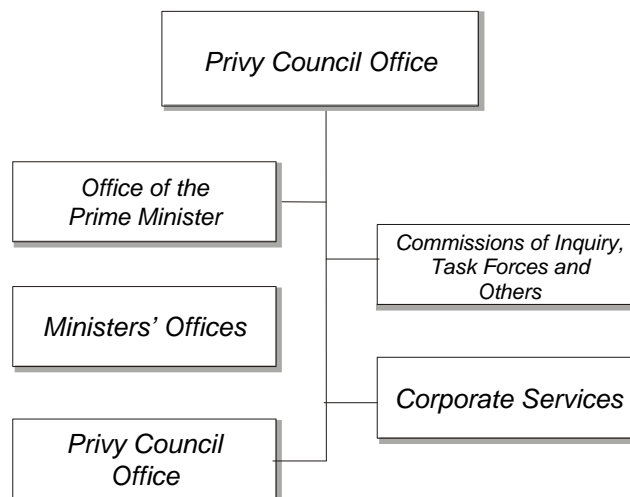
The Queen's Privy Council for Canada was established through the *Constitution Act, 1867* to advise and assist the Queen's representative, the Governor General. The Cabinet, which acts formally as the Privy Council, carries out this role.

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

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

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

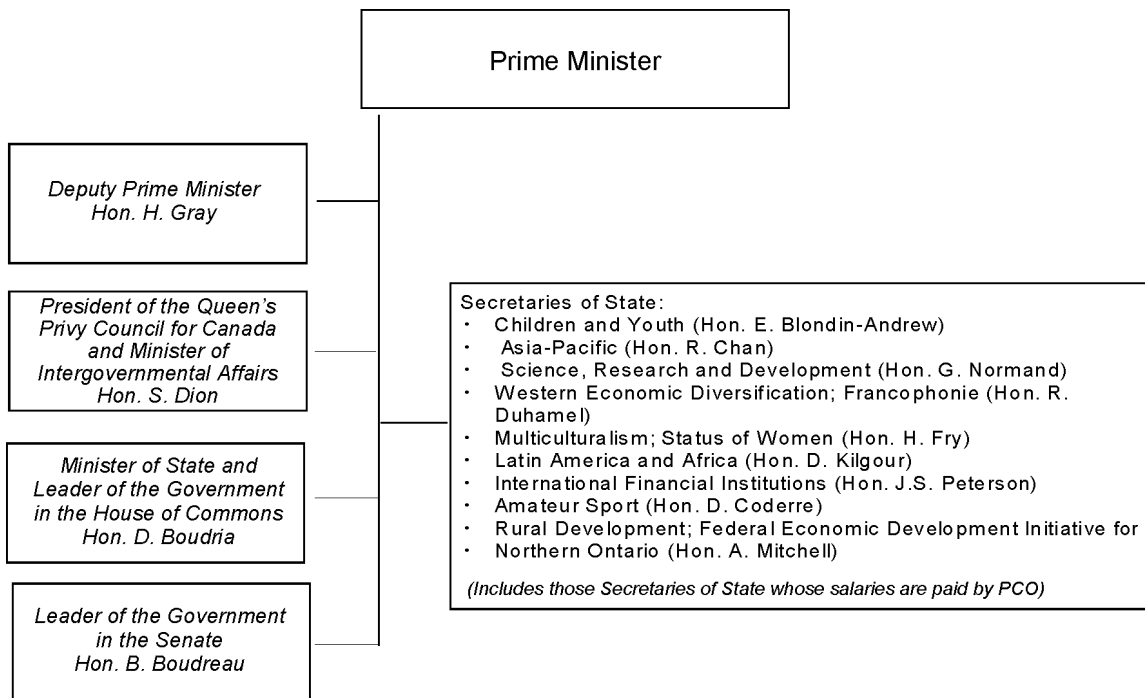
Figure 1: Departmental Structure



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

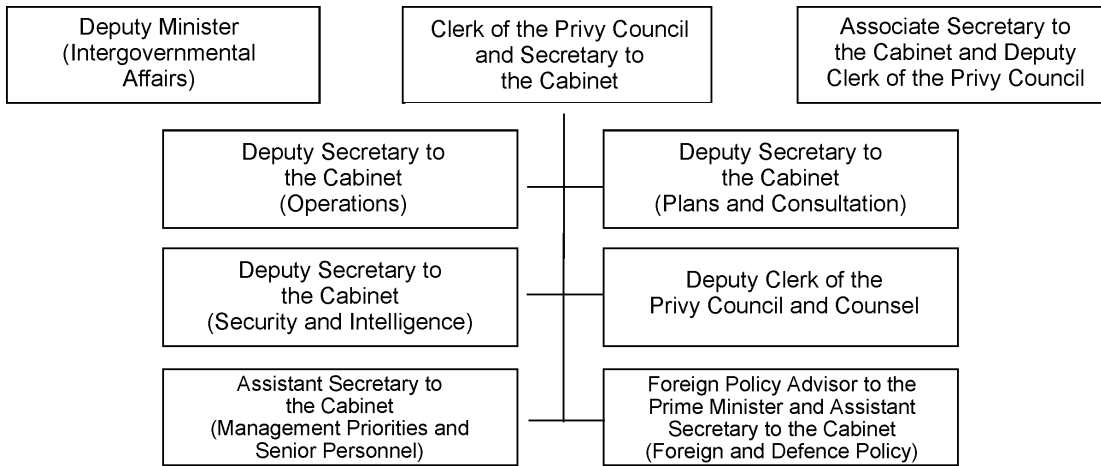
The **Ministers' Offices Business Line** consists of four Ministers' offices (see Figure 2). An executive assistant to each Minister is responsible for the management of each office.

Figure 2: Ministers' Offices Business Line Organization Chart



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

Figure 3: Privy Council Office Business Line Organization Chart



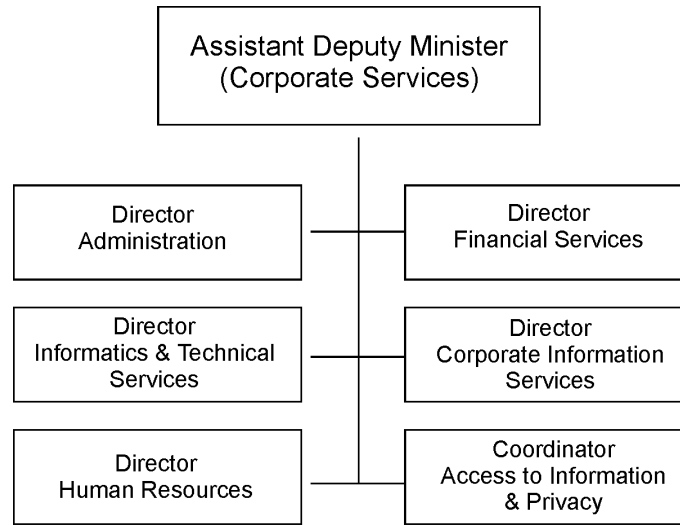
Presently, the **Commissions of Inquiry, Task Forces and Others Business Line** consists of the Indian Specific Claims Commission and the Policy Research Initiative.

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

The Policy Research Initiative was created in the summer of 1997 to facilitate the development of the knowledge base needed to address the increasingly complex, cross-cutting challenges that will face Canada and Canadians in the future. The Policy Research Initiative is an independent organization that receives administrative support from the Privy Council Office. A steering committee, led by two Deputy Minister Co-Chairs, oversees this initiative.

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

Figure 4: Corporate Services Business Line Organization Chart



B. Departmental Objective

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

C. External Factors Influencing the Department

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

Most importantly, PCO must provide strategic, non-partisan advice to the Prime Minister and the Cabinet. As a result, PCO must be well-attuned to Canadians’ priorities when it undertakes policy analysis and provides counsel. This requires that PCO balance diverse and, at times, competing interests.

The emerging global marketplace offers an enormous opportunity to create more Canadian jobs, more Canadian growth and more Canadian influence in the world. Within this context, PCO must continue to provide accurate, sensitive and timely advice on key regional, national and international issues affecting the country.

In examining these issues, assessing their implications, and developing advice for the Prime Minister and Cabinet, PCO works collaboratively with other federal departments and agencies, as well as with provincial and territorial governments, and the private and voluntary sectors.

D. Departmental Planned Spending

(thousands of dollars)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Budgetary Main Estimates (gross)	81,603	95,035	93,234	85,980
Non-Budgetary Main estimates (gross)	-	-	-	-
Less: Respendable revenue	-	-	-	-
Total Main Estimates	<u>81,603</u>	<u>95,035</u>	<u>93,234</u>	<u>85,980</u>
Adjustments **	7,921	-	-	-
Net Planned Spending	<u>89,524 *</u>	<u>95,035</u>	<u>93,234</u>	<u>85,980</u>
Less: Non-respendable revenue	500	525	525	525
Plus: Cost of services received without charge	8,969	7,837	7,827	7,622
Net Cost of Program	<u>97,993</u>	<u>102,347</u>	<u>100,536</u>	<u>93,077</u>
Full Time Equivalent	<u>746</u>	<u>792</u>	<u>792</u>	<u>752</u>
<p>* Reflects the best forecast of total net planned spending to the end of the fiscal year. ** Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise and to include Budget initiatives.</p>				

III PLANS, RESULTS AND RESOURCES

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

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

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

Business Line 1 – Office of the Prime Minister

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

Forecast Spending 1999-2000 *	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$6,801	\$6,901	\$6,902	\$6,902
85 FTE	85 FTE	85 FTE	85 FTE

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

B. Business Line Objective

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

C. Business Line Description

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

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

Business Line 2 – Ministers’ Offices

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

Forecast Spending 1999-2000 *	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$8,393	\$ 8,481	\$8,342	\$8,342
82 FTE	82 FTE	82 FTE	82 FTE

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

B. Business Line Objective

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

C. Business Line Description

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

Business Line 3 – Privy Council Office

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

Forecast Spending 1999-2000 *	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$43,450	\$45,057	\$43,294	\$35,940
379 FTE	401 FTE	401 FTE	361 FTE

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

B. Business Line Objective

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

C. Business Line Description

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

- provision of support and advice to the Prime Minister in his constitutional role as Head of Government and Advisor to the Crown;
- coordination and provision of material related to the meetings of Cabinet and committees of Cabinet for use by the Prime Minister, the chairpersons of committees, and members of committees;
- liaison with departments and agencies of government on Cabinet matters and other issues of importance to the Prime Minister and the Government;

Business Line 3 – Privy Council Office (Continued)

C. Business Line Description

- provision of support and advice to the Prime Minister respecting his prerogatives and responsibilities for the organization of the Government of Canada and for making recommendations to the Governor in Council on senior appointments; and
- provision of advice to the Prime Minister on national security and foreign intelligence matters.

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

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

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

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

Business Line 3 – Privy Council Office (Continued)

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

<p>Key Result Commitment: Provide Canadians with good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.</p>	<p>Resources (thousands of dollars) \$45,057 in 2000-2001 \$43,294 in 2001-2002 \$35,940 in 2002-2003</p>
<p>Planned Result: Provide policy advice and support to the Prime Minister and to other Ministers within the Prime Minister’s portfolio: the Deputy Prime Minister, the President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs, the Minister of State and Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.</p> <p>Related Activities:</p> <ul style="list-style-type: none"> % Monitor social, economic, fiscal, national security, and foreign and defence policy issues and provide advice to the Prime Minister on these issues as necessary. % Work with federal departments and agencies to ensure the effective integration of consultation/engagement perspectives in policy advice to Ministers. % Propose strategic advice on policy and legislative priorities and the management and communication of the Government’s agenda, including assistance in the preparation of Speeches from the Throne. % Provide strategic advice on managing relations with provincial and territorial governments in advancing federal priorities. % Assess the intergovernmental relations implications of federal initiatives and programs to support effective management of the federation. % Provide advice on the timing of, and agenda for, potential First Ministers’ Meetings. % Provide strategic advice on policy priorities and the management of the government’s Aboriginal agenda, and other emerging Aboriginal issues, in particular their constitutional and federal-provincial-aboriginal relations implications. % Prepare the Prime Minister for discussions with the leaders of other countries and multilateral organizations. % Provide ongoing advice on issues related to the structure and functioning of government. % Coordinate Public Service support for the Government’s legislative program in Parliament. % Plan and prepare for the transition to a new government, as required, including advising on the formulation of the Cabinet and its committees, the distribution of Ministers’ mandates and responsibilities and possible changes in the organization of the Government. % Provide policy and legal advice on matters related to Commissions of Inquiry and electoral issues. % Develop networks with external policy, research and other professional organizations. 	

Business Line 3 – Privy Council Office (Continued)

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

Planned Result:

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

Related Activities:

- % Manage the Cabinet decision-making process by arranging the timely consideration of issues by the Government and by providing advice to the Chair of Cabinet and the Chairs of Cabinet Committees (the Cabinet Committee for the Social Union, the Cabinet Committee for the Economic Union, and the Special Committee of Council) and ad hoc meetings of Ministers.
- % Monitor progress and inform Cabinet on the implementation of the Government's commitments.
- % Improve the effectiveness of the Cabinet Committee process by:
 - ÷ Proposing long-term agendas for Cabinet Committee meetings;
 - ÷ Ensuring timely interdepartmental meetings on issues for consideration at Cabinet Committees;
 - ÷ Developing tools and training to assist departments in preparing Memoranda to Cabinet, Regulatory Impact Analysis Statements and other Cabinet submissions;
 - ÷ Enhancing liaison with departments and agencies.
- % Provide advice on the effectiveness and efficiency of the Expenditure Management System.
- % Facilitate the timely consideration by Cabinet of Canada's response to international crises.
- % Provide strategic advice and support to federal departments and agencies in adhering to the specific consultative and analytical requirements outlined in the Memoranda to Cabinet guidelines, the Cabinet Directive on Law-Making and the Regulatory Policy.

Business Line 3 – Privy Council Office (Continued)

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

Planned Result:

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

Related Activities:

- % Work with federal departments and agencies to ensure progress on the delivery of the Government's commitments as set out in the 1999 Speech from the Throne.
- % Ensure timely and effective interdepartmental coordination on issues for Cabinet consideration.
- % Support interdepartmental coordination on legal issues, particularly those affecting the Government as a whole, and legislative initiatives.
- % Coordinate and facilitate the formulation of foreign and defence policies.
- % Provide strategic advice to federal departments and agencies, and monitor and coordinate their intergovernmental activities to advance the government's agenda, including at meetings with provinces and territories and through joint programs and activities.
- % Provide strategic advice to federal departments on: treaty management, land claims and self-government agreements; Aboriginal constitutional matters; Aboriginal policy issues for Cabinet consideration; international indigenous rights issues; and the involvement of Aboriginal people in intergovernmental processes.
- % Work with other federal organizations on implementing the Social Union Framework Agreement signed by First Ministers in February 1999.
- % Work with departments in support of the Government's communications policy and priorities.
- % Consult and collaborate with the voluntary sector, other departments and provincial governments to strengthen the Government's partnership with the sector for the benefit of Canadians by improving the working relationship with the sector, the capacity of the sector, and the federal regulatory environment within which the sector operates. (The Government has committed to enter into an Accord with the sector, mark the International Year of Volunteers in 2001 and develop a National Volunteerism Initiative.)
- % Work with the Department of Foreign Affairs and International Trade to provide assistance to the Forum of Federations which was launched at the Mont Tremblant International Conference on Federalism in October 1999.
- % Coordinate and advise senior management committees, such as the Coordinating Committee of Deputy Ministers on Policy and the Deputy Ministers' Challenge Team on Law-Making and Governance.
- % Provide leadership in ensuring that departments adhere to corporate and broader policy and corporate communications objectives.
- % Provide leadership and support to the coordination of horizontal consultation processes.
- % Provide coordination services and advice on communications plans, strategies and announcements.

Business Line 3 – Privy Council Office (Continued)

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

Planned Result:

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

Related Activities:

- % Report to the Prime Minister on the health and future directions of the Public Service of Canada.
- % Work with central agencies, departments and functional communities to deliver on the Government's commitment in the October 1999 Speech from the Throne to ensure the Public Service of Canada "remains a strong, representative, professional and non-partisan national institution that provides Canadians with the highest quality service in the 21st century" through a focus on recruitment, retention and continuous learning.
- % Provide advice to the Clerk, as Head of the Public Service, regarding management priorities for the Public Service, strategic directions on the management agenda and emerging issues.
- % Support the Clerk on Public Service management issues, including recruitment, retention, learning, pride and recognition, collective management of Assistant Deputy Ministers, a values-based Public Service, corporate development programs, functional communities, developing leaders at all levels, integrated planning and reporting, comptrollership, renewing labour relations, classification reform, service delivery and e-government.
- % Ensure that the management agenda for the Public Service is communicated effectively, both internally and externally; that appropriate renewal activities are undertaken in departments and corporately; and that integrated priorities are set in collaboration with central agencies.
- % Coordinate and support the Committee of Senior Officials (COSO), the COSO Sub-Committees on Recruitment, Workplace Well-Being and Learning and Development, Deputy Ministers' Breakfasts and Deputy Minister Retreats.
- % Provide leadership on renewal initiatives for the communications community, including learning, training, professional development and recruitment and retention strategies.
- % Provide leadership on a wide range of developmental initiatives, including policies, research, training and operational tools, to enhance the capacity of the Public Service to effectively engage Canadians.

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

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

Forecast Spending 1999-2000 *	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$4,889	\$8,643	\$8,643	\$8,643
-- FTE	24 FTE	24 FTE	24 FTE

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

The resource levels of this business line fluctuate from one year to the next depending on its composition. For instance, in 1999-2000, the Business line consisted only of the Indian Specific Claims Commission while commencing in 2000-2001, it will also include the Policy Research Initiative. As Commissions of Inquiry are not subject to the *Public Service Employment Act*, the 1999-2000 forecast does not reflect Full Time Equivalents (FTE).

B. Business Line Objective

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

C. Business Line Description

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

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

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

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

C. Business Line Description

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

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

The ***Policy Research Initiative*** carries out a range of activities, including supporting research networks and projects that cut across traditional departmental, disciplinary and sectoral boundaries. The Policy Research Initiative also provides venues and opportunities for building partnerships among policy researchers within government and those in academia, think tanks and other sectors, in Canada and abroad. These include, in particular, the annual National Policy Research Conference and Canadian Policy Research Awards, the new policy research journal *Isuma* (www.isuma.net), the Policy Research Initiative newsletter *Horizons* and a web site to bring together policy research sources from Canada and abroad (www.policyresearch.gc.ca).

There has been an enthusiastic response within the policy research community for the work of the Policy Research Initiative to create a common space in which to bring the policy research community together, share knowledge and celebrate research achievements. Through the commitment and hard work of researchers, both within government and in the broader community, significant progress has been made towards building a more collaborative approach to policy research and addressing some of the complex issues facing Canadians. More needs to be done to sustain this new approach to policy research, including improving the recruitment, development and retention of policy researchers and leaders. The Policy Research Initiative will continue its efforts towards securing the knowledge base needed to meet the challenges of the future.

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

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

Indian Specific Claims Commission

<p>Key Result Commitment: Assist First Nations and Canada in the settlement of specific land claims.</p>	<p>Resources (thousands of dollars): \$5,700 in each of the 3 planning years.</p>
<p>Planned Result: Effectively respond to First Nations’ increasing demands for the Commission’s Inquiry and mediation services.</p> <p>Related Activity: % Ensure that adequate mechanism and processes are in place to enable the Commission to maintain its high quality of services and impartiality while absorbing the workload increase.</p>	
<p>Planned Result: Take a pro-active approach to improve the understanding among Canadians about the claims issues.</p> <p>Related Activity: % Launch a public education program to improve public awareness of the historical and legal issues surrounding the claims. This program will unfold over the next three years.</p>	

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

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

Policy Research Initiative

<p>Key Results Commitments: % Develop a cross-cutting, long term research agenda; % Build policy research capacity; % Strengthen culture and partnership.</p>	<p>Resources (thousands of dollars) \$2,943 in each of the 3 planning years.</p>
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<p>Develop a cross-cutting, long term research agenda</p>
<p>Planned Result: Continue to involve a variety of perspectives in identifying issues and addressing gaps in the knowledge base needed for future decision-making.</p> <p>Related Activity: % Develop horizontal research projects on emerging issues related to Canada’s forward policy agenda.</p>

<p>Build policy research capacity.</p>
<p>Planned Result: Encourage greater use of research in policy development.</p> <p>Related Activity: % Promote the incorporation of policy research into policy planning and policy development.</p>
<p>Planned Result: Broaden and deepen the capacity of policy researchers in government.</p> <p>Related Activity: % Build partnerships to improve recruitment development and retention of policy researchers and leaders, through tools such as assignments, exchanges and training packages.</p>

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

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

Policy Research Initiative

Strengthen culture and partnership.
<p>Planned Result: Strengthen dialogue and cooperation across the policy research community.</p> <p>Related Activities: % Provide a common space to link the policy research community, share and exchange knowledge and celebrate research achievements, through activities such as: ÷ the National Policy Research Conference, ÷ the Canadian Policy Research Awards, ÷ the policy research journal <i>Isuma</i>, ÷ the Policy Research Initiative newsletter, <i>Horizons</i>, ÷ the Policy Research Initiative web site, and ÷ regional conferences, symposia and workshops. % Continue to build and sustain strategic partnerships in policy research across Canada and abroad, and to promote the Policy Research Initiative as a docking point between policy researchers within government and elsewhere.</p>

Business Line 5 – Corporate Services

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

Forecast Spending 1999-2000 *	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$25,991	\$25,953	\$26,053	\$26,153
200 FTE	200 FTE	200 FTE	200 FTE

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

B. Business Line Objective

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

C. Business Line Description

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

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

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

Business Line 5 – Corporate Services (Continued)

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

Key Result Commitment: Provide Canadians with good government by providing the best non-partisan advice and support to the Prime Minister and Cabinet.	Resources (thousands of dollars) \$25,965 in 2000-2001 \$26,053 in 2001-2002 \$26,153 in 2002-2003
<p>Planned Result: Provide effective corporate services that support and meet the diverse needs of our clientele.</p> <p>Related Activity: % Provide expert and timely administrative, financial, informatics, information, and human resource services.</p>	
<p>Planned Result: Improve access to accurate, relevant, integrated information for decision making.</p> <p>Related Activities: % Update, promulgate and monitor implementation of the information management policy and accountability framework. % Pilot the implementation of a new shared electronic records and document information management system. % Continue to maintain an improved, timely response to access and privacy requests through the commitment to meeting deadlines and streamlining the process.</p>	
<p>Planned Result: Build and maintain an effective, knowledgeable and motivated PCO workforce aligned to meet its business needs.</p> <p>Related Activities: % Working with managers and employees to define organizational priorities and initiatives to support La Relève and respond to employee surveys within PCO. % Implement major Public Service-wide reform initiatives such as the universal classification system, recruitment, retention, continuous learning, diversity, employment equity, and leadership development.</p>	
<p>Planned Result: Provide a cost efficient system to handle the volume of correspondence that Canadians address to their Prime Minister.</p> <p>Related Activity: % Ensure adequate systems and resources to respond to the large volume of traditional mail and increasing electronic correspondence addressed to the Prime Minister by Canadians.</p>	

Business Line 5 – Corporate Services (Continued)

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

<p>Planned Result: Provide the necessary technical infrastructure and information processing tools to enhance the decision-making process and to improve the functionality of future technological developments.</p> <p>Related Activities: % Overhaul the infrastructure to keep pace with changing technology and client demands while ensuring that security requirements are not compromised. % Enhance the computer network to provide secure, cost-effective integration of telecommunications and imaging. % Continue to move into Internet-based technology for internal systems (Intranet) with external partners (Extranets) and the Canadian public over the Internet.</p>
<p>Planned Result: Improve decision-making and accountability through the implementation of the government's Financial Information Strategy (FIS).</p> <p>Related Activities: % Upgrade financial systems to become FIS system-compliant for the 2000-2001 fiscal year. % Upgrade accounting policies, people skills and business processes for full implementation of accrual accounting in the 2001-2002 fiscal year.</p>

IV HORIZONTAL INITIATIVES

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

- T the Public Service Reform;
- T the Social Union Framework Agreement and,
- T the Voluntary Sector Initiative.

(These initiatives are noted in the “Related Activities” Section of the Business Line description of the Privy Council Office business line.)

V FINANCIAL INFORMATION

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

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

Table 1: Summary of Transfer Payments

(thousands of dollars)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Grants				
Business Line 3 - Privy Council Office	48	53	53	53
Contributions				
Business Line 3 - Privy Council Office	5,044	5,644	4,644	3,094
Other Transfer Payments	-	-	-	-
Total Grants, Contributions And Other Transfer Payments	5,092	5,697	4,697	3,147
* Reflects the best forecast of total transfer payments to the end of the fiscal year.				

Table 2: Source of Respendable and Non-respendable Revenue

(thousands of dollars)	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
Total Respendable Revenue	-	-	-	-
Goods and Services Tax	40	50	50	50
Adjustments to prior year's payables	200	215	215	215
Procees from the disposal of surplus Crown assets	30	30	30	30
Sale of statutory instruments pursuant to the <i>Instruments Acts</i>	2	2	2	2
Revenues pursuant to the <i>Access to Information Act</i> and <i>Privacy Act</i>	3	3	3	3
Sundries	225	225	225	225
Total Non-Respendable Revenue	500	525	525	525
Total Respendable and Non-Respendable Revenue	500 *	525	525	525

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

Table 3: Net Cost of Department for the Estimates Year

(thousands of dollars)	Departmental Total 2000-2001
Net Planned Spending	95,035
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	5,082
Contributions covering employees' share of employers' insurance premiums and expenditures paid by Treasury Board Secretariat (TBS)	2,654
Workmen's compensation coverage provided by Human Resources Canada	25
Salary and associated expenditures of legal services provided by Justice Canada	76
	7,837
<i>Less: Non-Respendable Revenue</i>	525
2000-2001 Net cost of Department	102,347 *
* Reflects the best forecast of total net planned spending to the end of the fiscal year.	

VI OTHER INFORMATION

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

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

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