



# Veterans Affairs Canada



For the  
period ending  
March 31, 1997



Improved Reporting to Parliament —  
Pilot Document

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>


Comments or questions can be directed to the TBS Internet site or to:

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# **Veterans Affairs Canada**

## **Performance Report**

**For the  
period ending  
March 31, 1997**



Hon. Fred J. Mifflin  
Minister of Veterans Affairs

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## **Section I: Minister's Message**

I am pleased to present to Parliament, and the people of Canada, the performance report of the Veterans Affairs Portfolio for the fiscal year ending March 31, 1997.

Since my appointment as Minister of Veterans Affairs on June 11, 1997, I have been heartened by the work being done to ensure that Canadians perpetually remember the wartime sacrifices and accomplishments of our veterans and of Canada as a nation.

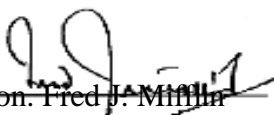
I am particularly proud to be Minister of a department that provides needed services and benefits to those who sacrificed so much to ensure Canadians may live in a nation that

enjoys peace and freedom. I am also aware that veterans, on average, are in their mid-to-late 70s and are concerned with keeping healthy and independent. We owe them our support.

While Canadians can be justifiably proud of the programs in place for veterans, there is an ongoing responsibility to ensure that they remain relevant, that they adhere to the objectives set by Parliament, and that they be delivered as efficiently as possible.

Veterans Affairs made a commitment to Canada's veterans in May 1994 (at the Royal Canadian Legion Dominion Command meeting in Calgary) to reduce the processing time for disability pensions by 50 percent by September 15, 1997. I am pleased to say that the Portfolio is well on its way to meeting this objective.

Providing veterans with quality services appropriate to their needs remains one of my priorities. The information contained in this performance report records what has been achieved during the 1996-97 fiscal year and I look forward to carrying that progress forward in the years ahead.

  
Hon. Fred J. Minilla  
Minister of Veterans Affairs

## Section II: Portfolio Overview

The Veterans Affairs Portfolio is comprised of Veterans Affairs Canada (the Department) and the Veterans Review and Appeal Board. During the 1996-97 fiscal year, the Portfolio operated under the Operational Planning Framework (OPF) which identified two Programs—the Veterans Affairs Program and the Veterans Review and Appeal Board Program—and four activities: health care, pensions, economic support and departmental administration.

### Mandate, Roles, and Responsibilities

**Veterans Affairs Canada's** (VAC) mandate is to meet the needs of Canadians who served their country during wartime and peacekeeping and to honour those who gave their lives. The authority for this Portfolio Program is contained in the *Department of Veterans Affairs Act*, 16 other acts of Parliament, and 32 sets of regulations and Orders-in-Council. The Minister of Veterans Affairs is responsible to Parliament for the Veterans Affairs Program.

The **Veterans Review and Appeal Board's** (VRAB) mandate for full and exclusive jurisdiction to hear, determine, and deal with, all applications for review and all appeals that may be made to the Board under the *Pension Act*, the *War Veterans Allowance Act* or any other act of Parliament, and all matters related to those applications and appeals is authorized under the *Veterans Review and Appeal Board Act*. The Chair of the Veterans Review and Appeal Board reports to Parliament through the Minister of Veterans Affairs.

### Objectives

The objective of the **Veterans Affairs Program** is to provide support for the economic, social, mental and physical well-being of veterans, their dependants and other eligible persons.

The objective of the **Veterans Review and Appeal Board Program** is to provide a review and appeal system to veterans, certain civilians and/or their respective dependants in order to ensure they receive the full benefits to which they are entitled under the *Pension Act*, the *War Veterans Allowance Act*, the *Merchant Navy Veteran and Civilian War-related Benefits Act* and related statutes.

A list of legislation associated with the Portfolio's mandate is listed in Section IV, page 29, under *Legislation Administered by Veterans Affairs Canada*.

**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.*



## Strategic Initiatives

Canada has long recognized the hardship, suffering and sacrifice made by veterans, certain civilians and their families to the country's war and peacekeeping efforts. Veterans Affairs' programs reflect Canada's commitment to the well-being of its clients. The Portfolio is dedicated to program delivery based on the guiding principles of courtesy, speed and fairness. While incorporating these guiding principles in its day-to-day activities, Veterans Affairs established nine strategic initiatives in 1996-97 to address the priorities previously identified in Part III of the 1996-97 Main Estimates and in the Key Results Commitments included within the Treasury Board President's 1996 Report to Parliament. The strategic initiatives are:

- Pension Reform
- Veterans Affairs Cost Containment
- Health Care Coordination Initiative
- Health Services Access Strategy
- Transfer of Ste. Anne's Hospital
- Benefits Redesign Project
- Veterans' Organizations
- Commemoration
- Program Review

## Programs and Activities and Organization Composition

In 1996-97, the Veterans Affairs Portfolio delivered two Programs:

- The **Veterans Affairs Program**, which operates under the direction of Veterans Affairs Canada (VAC), consists of four activities: health care, pensions, economic support and departmental administration.

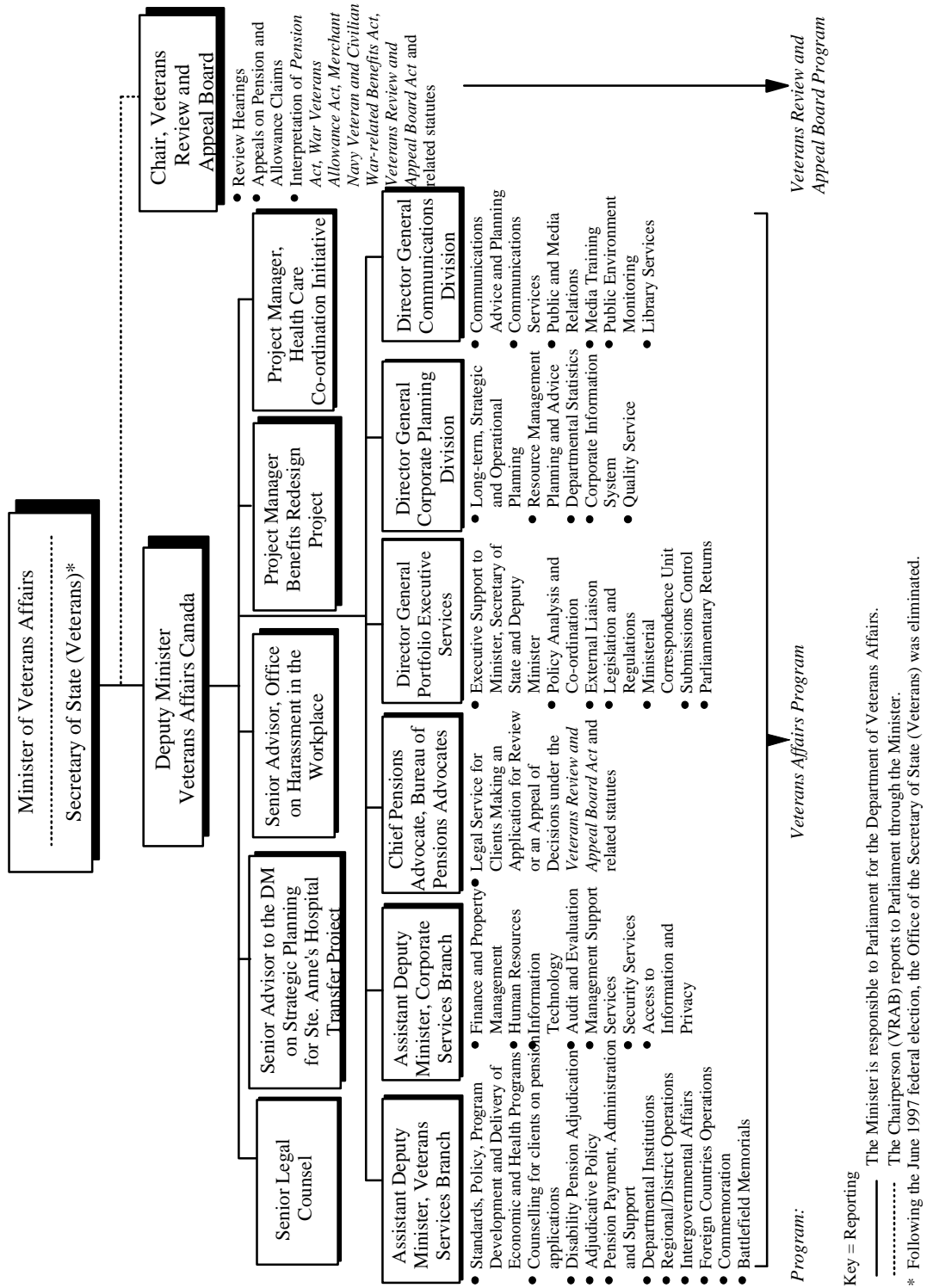
Through the first three activities, VAC provides a wide range of benefits and services to veterans, qualified civilians and their dependants, some of which include: information, counselling, legal advocacy, assessment of health care needs, adjudication of claims for pensions and allowances, benefit administration and payment, funeral and burial assistance, as well as special activities and grants to commemorate Canada's war dead and those who served Canada during other periods of conflict.

In addition to the function of administration of property agreements with participating veterans and assisting veterans settled under the *Veterans Land Act*, the Departmental Administration activity coordinates the operation of the Offices of the Secretary of State (Veterans)<sup>1</sup>, Deputy Minister, two Assistant Deputy Ministers and the

---

<sup>1</sup> Following the federal election in June 1997, the Office of the Secretary of State (Veterans) was eliminated.

**Figure 1: Veterans Affairs Portfolio Organization Chart - 1996-97**



managerial support functions of finance, human resources, management services, corporate services, communications, audit, evaluation, security services, and the coordination of access to information and privacy.

Benefits and services are delivered by VAC through a decentralized organization consisting of a Head Office located in Charlottetown, the National Capital Office in Ottawa, and a network of regional and field offices across Canada. The Department also operates a hospital in Ste-Anne-de-Bellevue, Quebec.

- The **Veterans Review and Appeal Board Program** operates under the direction of the Veterans Review and Appeal Board (VRAB) and consists primarily of one activity: pensions. VRAB hears applications for review from veterans and others who are dissatisfied with the decisions rendered by Veterans Affairs Canada respecting disability pensions, hears appeals from persons who are dissatisfied with the Board's review panel decisions, and hears final appeals respecting War Veterans Allowance from persons who are dissatisfied with decisions rendered by Veterans Affairs Canada. The board also interprets the *Pension Act*, the *Merchant Navy Veterans and Civilian War-related Benefits Act* and the *War Veterans Allowance Act* as well as other related statutes.

VRAB services are delivered through a Head Office in Charlottetown, although hearings are held in many sites across the country.

Management of the Portfolio is a coordinated effort through the Offices of the Deputy Minister (VAC) and the Chair (VRAB), who collaborate on issues having Portfolio-wide impact. The organization chart on page 4 provides a brief description of the roles, responsibilities and some of the enabling legislation for each of the Portfolio's organizational units.

At the end of March 1997, Canada's veteran population was estimated at 460,000, of whom approximately 44,000 were women. (These numbers were revised in March 1996 to reflect revised "Life Tables" for 1990-92 received from Statistics Canada.) In 1996-97, one in three men in Canada aged 65 and over was a war veteran. During this same period veterans were, on average, 75 years of age.

These figures, however, do not represent the number of veteran clients who actually accessed Portfolio programs; rather, they represent the total potential veteran client population eligible to draw on benefits and services provided by Veterans Affairs. In 1996-97, approximately 220,000 clients received direct benefits. Of this number, approximately 126,000 were veterans, 71,000 were survivors and dependants, and 23,000 were former Canadian Forces members.

The needs of veterans are changing from income support to needs associated with aging, such as chronic ill health, frailty and loss of mobility. A high proportion of veteran clients are disabled. As they age, veterans generally experience increased vulnerability and dependence on others.

While Canadians can be justifiably proud of the programs in place for veterans, there is an ongoing responsibility to ensure that veterans' programs remain relevant, that they adhere to the objectives set by Parliament, and that they are delivered as efficiently as possible. The strategic initiatives identified on page 3 were aimed at ensuring that program emphasis remained client-oriented and based on client needs.

### Section III: Portfolio Performance

#### A. Performance Expectations

##### Planned Versus Actual Spending Tables

##### Resource Requirements by Organization and Program Activities

Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Organization and Program Activity (\$millions)

Organization	Program Activities				TOTALS
	Health Care	Pensions	Economic Support	Departmental Administration	
Veterans Services	595.8	1,180.1	114.3		1,890.1
Branch	<b>567.7</b>	<b>1,158.2</b>	<b>99.4</b>		<b>1,825.3</b>
Corporate Services	4.9	0.5	0.5	26.1	32.0
Branch	<b>4.9</b>	<b>0.5</b>	<b>0.5</b>	<b>40.9</b>	<b>46.8</b>
Bureau of Pensions		5.0			5.0
Advocates		<b>4.8</b>			<b>4.8</b>
Portfolio Executive Services				1.4	1.4
Corporate Planning			1.4		1.4
Division			<b>1.7</b>		<b>1.7</b>
Communications				1.4	1.4
Division				<b>2.2</b>	<b>2.2</b>
<b>Total Veterans Affairs Program</b>	600.7	1,185.6	116.2	29.0	1,931.4
	<b>572.5</b>	<b>1,163.5</b>	<b>101.7</b>	<b>44.3</b>	<b>1,882.0</b>
Veterans Review and Appeal Board Program		7.7			7.7
		<b>8.3</b>			<b>8.3</b>
<b>TOTALS</b>	<b>600.7</b>	<b>1,193.3</b>	<b>116.2</b>	<b>29.0</b>	<b>1,939.1</b>
	<b>572.5</b>	<b>1,171.8</b>	<b>101.7</b>	<b>44.3</b>	<b>1,890.3</b>
<b>% of TOTAL</b>	<b>30.3</b>	<b>62.0</b>	<b>5.4</b>	<b>2.3</b>	<b>100.0</b>

Notes: 1. Shaded numbers denote actual expenditures/revenues in 1996-97.

2. Due to rounding, columns may not add to totals shown.

## Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Program Activity

(\$ millions)

Program Activity	FTEs	Operating <sup>1</sup>	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
<i>Veterans Affairs Program</i>									
Health Care	1,986	429.2	1.4	170.1	600.7	--	600.7	--	600.7
	<b>1,866</b>	<b>415.7</b>	<b>2.8</b>	<b>154.1</b>	<b>572.6</b>	--	<b>572.6</b>	--	<b>572.6</b>
Pensions	453	25.7	0.1	1,159.8	1,185.6	--	1,185.6	--	1,185.6
	<b>418</b>	<b>27.6</b>	<b>0.5</b>	<b>1,135.4</b>	<b>1,163.5</b>	--	<b>1,163.5</b>	--	<b>1,163.5</b>
Economic Support	300	26.6	0.2	88.8	115.6	0.6	116.2	--	116.2
	<b>296</b>	<b>20.6</b>	<b>1.7</b>	<b>79.0</b>	<b>101.3</b>	<b>0.3</b>	<b>101.6</b>	--	<b>101.6</b>
Departmental Administration	447	28.9	0.1	--	29.0	0.0	29.0	--	29.0
	<b>476</b>	<b>41.7</b>	<b>2.6</b>	--	<b>44.3</b>	<b>0.0</b>	<b>44.3</b>	--	<b>44.3</b>
<b>Total Veterans Affairs Program</b>	<b>3,186</b>	<b>510.4</b>	<b>1.8</b>	<b>1,418.7</b>	<b>1,930.9</b>	<b>0.6</b>	<b>1,931.4</b>	--	<b>1,931.4</b>
	<b>3,056</b>	<b>505.6</b>	<b>7.6</b>	<b>1,368.5</b>	<b>1,881.7</b>	<b>0.3</b>	<b>1,882.0</b>	--	<b>1,882.0</b>
<i>Veterans Review and Appeal Board Program - Pensions</i>									
	105	7.6	0.1	--	7.7	--	7.7	--	7.7
	<b>97</b>	<b>8.0</b>	<b>0.3</b>	--	<b>8.3</b>	--	<b>8.3</b>	--	<b>8.3</b>
<b>Totals</b>	<b>3,291</b>	<b>518.0</b>	<b>1.9</b>	<b>1,418.7</b>	<b>1,938.6</b>	<b>0.6</b>	<b>1,939.1</b>	--	<b>1,939.1</b>
	<b>3,153</b>	<b>513.6</b>	<b>7.9</b>	<b>1,368.5</b>	<b>1,890.0</b>	<b>0.3</b>	<b>1,890.3</b>	--	<b>1,890.3</b>
Other Revenues and Expenditures									
Revenue credited to the Consolidated Revenue Fund									(50.2)
									<b>(48.9)</b>
Cost of services provided by other departments									24.3
									<b>24.2</b>
Net Cost of the Program									1,913.2
									<b>1,865.6</b>

Notes: 1. Shaded numbers denote actual expenditures/revenues in 1996-97.

2. Due to rounding, columns may not add to totals shown.

1. Operating includes contributions to employee benefit plans and Other Health Purchased Services.

## Departmental Planned versus Actual Spending by Program Activity

(\$ millions)

Program Activity	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
<i>Veterans Affairs Program</i>					
Health Care	597.3	619.7	615.3	600.7	572.6
Pensions	1,120.9	1,133.0	1,143.8	1,185.6	1,163.5
Economic Support	184.0	162.1	125.5	116.2	101.6
Departmental Administration	49.7	45.2	44.6	29.0	44.3
Sub-Total Veterans Affairs Program	1,951.8	1,960.0	1,929.2	1,931.4	1,882.0
<i>Bureau of Pensions Advocates Program</i>					
- Pensions	7.5	7.5	0.0	0.0	0.0
<b>Total Veterans Affairs Program</b>	<b>1,959.3</b>	<b>1,967.5</b>	<b>1,929.2</b>	<b>1,931.4</b>	<b>1,882.0</b>
<i>Canadian Pension Commission Program</i>					
- Pensions	5.0	3.4	0.0	0.0	0.0
<i>Veterans Appeal Board Program</i> - Pensions	3.4	3.1	0.0	0.0	0.0
<i>Veterans Review and Appeal Board Program</i>					
- Pensions	0.0	0.0	8.0	7.7	8.3
<b>Total Veterans Review and Appeal Board Program</b>	<b>8.4</b>	<b>7.8</b>	<b>8.0</b>	<b>7.7</b>	<b>8.3</b>
<b>Total Portfolio</b>	<b>1,967.7</b>	<b>1,975.3</b>	<b>1,937.2</b>	<b>1,939.1</b>	<b>1,890.3</b>

Note 1: Due to rounding, columns may not add to totals shown.

Actual Portfolio expenditures for 1996-97 were 2.5% or \$48.8 million less than planned expenditures. While eligible clients received all the benefits to which they were entitled, planned expenditures for major program areas such as Other Health Purchased Services (OHPS), Disability Pensions, War Veterans Allowance (WVA) and Veterans Independence Program (VIP) were developed several months before the beginning of the fiscal year and generally included contingency provisions to cover unforeseen increases in demand.

Veterans Affairs' key results commitments, as published in Annex B of the 1996 Treasury Board President's Report to Parliament, is reproduced on page 9. Accomplishments against these key results commitments, as well as against ongoing commitments from the 1995-96 Performance Report are reported in the Performance Accomplishments section, immediately following the key commitments table. Accomplishments against the priorities identified in Part III of the 1996-97 Main Estimates, if not mentioned in the Performance Accomplishments section, will be reported by Portfolio program and activity within the Portfolio Performance section, starting on page 15.

## Summary of Performance Expectations

Veterans Affairs Canada	
to provide Canadians with:	to be demonstrated by:
A commitment to provide veterans, their dependants and other qualified civilians with the benefits, financial assistance and health care services to which they are entitled, in a cost-effective manner	<ul style="list-style-type: none"> <li>➤ Turnaround times on pension applications reduced by 50 percent within two years</li> <li>➤ Health care costs contained or reduced through the elimination of excess, duplication and overlap while ensuring that the quality of care to clients is not diminished</li> <li>➤ As part of a government-wide initiative, opportunities for reducing costs of health products and services explored through collective purchasing by federal government departments while maintaining a satisfactory level of service</li> <li>➤ High quality of service provided to clients in accordance with a comprehensive set of published service standards</li> <li>➤ The possibility of transferring Ste. Anne's Hospital to provincial jurisdiction explored</li> </ul>
A commitment to promote the well being and self-sufficiency of clients as participating members of their communities	<ul style="list-style-type: none"> <li>➤ Clients' independence and quality of life retained through programs such as the Veterans Independence Program</li> </ul>
A commitment to keep the memory of the achievements and sacrifices of veterans alive for all Canadians	<ul style="list-style-type: none"> <li>➤ Education and awareness programs developed to increase our youth's knowledge of Canada's wartime efforts</li> <li>➤ The use of technology (e.g. Internet, SchoolNet) expanded for sharing information on Canada's wartime accomplishments and their legacy</li> </ul>

## B. Performance Accomplishments

**Veterans Affairs' Commitment:** *To provide veterans, their dependants and other qualified civilians with the benefits, financial assistance and health care services to which they are entitled, in a cost-effective manner.*

**Our Objective:** *Reduce the time for processing applications for disability pensions.*

**Our Approach:** Implementation of measures resulting from the enactment, in September 1995, of the Pension Reform legislation (Bill C-67) has enabled the Portfolio to speed up the application process for disability pensions and for reviews and appeals by eliminating duplication and excess paper burden.

**Our Accomplishment:** Currently, some 151,000 Canadian veterans and their survivors receive disability pensions. During the 1996-97 fiscal year, 12,689 first application claims were received. At March 31, 1997, the time required to process a favourable disability pension claim from the receipt of the first application to the payment of a favourable appeal was reduced significantly and the Portfolio is on target to achieve its objective of a 50% reduction in turnaround times by September 15, 1997.

**Our Objective:** *Health care costs contained or reduced through the elimination of excess, duplication and overlap while ensuring that the quality of care to clients is not diminished.*

This objective was met through three approaches:

**Approach #1:** The Veterans Affairs Cost Containment Initiative was initiated in December 1992 to identify and resolve impediments to the cost-effective delivery of the Veterans Independence Program (VIP) and Other Health Purchased Services (OHPS).

**Our Accomplishment:** The cost containment exercises of 1995-96 and 1996-97 have left the Department with an approach to appropriately respond to the requirement to control costs without diminishing the quality of care and services to clients. Savings realized from these cost containment measures were included in the figures identified for Program Review.

**Approach #2:** The Program Review exercise was a comprehensive and rigorous examination of all federal programs and activities. Its central objective was to identify the federal government's core roles and responsibilities and provide modern, affordable government.

**Our Accomplishment:** The Program Review exercises conducted in 1994-95 and 1995-96 confirmed the continued relevance of Veterans Affairs' core responsibilities for disability pensions, health care, economic support and commemoration. Most Program Review I and II exercise measures scheduled for implementation in the 1995-96 and 1996-97 fiscal years were implemented and reduction targets were fully met. The review mechanisms undertaken for this exercise have been incorporated into the Portfolio's management practices and Program Review will no longer be considered a strategic initiative.



**Approach #3:** In April 1996, VAC initiated a Health Services Access Strategy initiative to stabilize increases in its program expenditures resulting from cost-containment measures introduced in some provinces.

**Our Accomplishment:** The objective of this initiative was to develop a strategy to improve the degree to which veterans could take full advantage of the provincial health care benefits to which they were entitled. This initiative has been completed and the results incorporated into initiatives such as Veterans Affairs Cost Containment, Health Care Coordination, and Veterans Health Care Needs Review.

**Our Objective:** *As part of a government-wide initiative, opportunities for reducing costs of health products and services explored through collective purchasing by federal government departments while maintaining a satisfactory level of service.*

**Our Approach:** The federal government purchases a wide range of health care supplies and services in delivering many of its programs. Veterans Affairs Canada has led an inter-departmental Health Care Coordination Initiative (HCCI) to examine the potential for achieving cost savings through the collective purchasing power of federal departments and agencies involved with health care.

**Our Accomplishment:** The aim of the HCCI is to provide a satisfactory level of specific health care supplies and services to federal clients at the lowest possible cost through co-ordination of effort among participating federal departments and agencies. Work has progressed on all four of the initiative's objectives. At the macro level, a coordinated health services strategy document regarding federal clients has been drafted and is now being revised. At the operational level and following on from a pilot project relating to vision care in Alberta, a coordinated strategy for vision care was approved and is being implemented. Moreover, Intranet technology and business intelligence software was introduced to allow departments to improve the sharing and analysis of data and information. These have had direct application in supporting the collective pharmacy negotiations that are now underway in several provinces.

**Our Objective:** *High quality of service provided to clients in accordance with a comprehensive set of published service standards.*

**Our Approach:** The Portfolio's continuing commitment to quality is reflected in its mission, vision and operating principles and in its dedication to providing quality services based on the principles of courtesy, speed and fairness. In addition to a focus on published service standards, Veterans Affairs has developed the *Quest for Quality*, the Portfolio's quality services strategy, and we continue to develop and implement a Portfolio-wide quality service program which centres on service delivery to the client, in keeping with the principles outlined in the Federal Quality Services Initiative.

**Our Accomplishments:** The *Quest for Quality* is part of Veterans Affairs' response to the Federal Quality Services Initiative. It outlines a framework for managers and employees to use in the development of a Portfolio quality service program and sets out objectives that we hope to achieve over the next few years to further realize our quality services vision.

The very successful Pension Reform Initiative as well as the Benefits Redesign Project will enhance our service to clients and, as such, play an important role in the Portfolio's quality service orientation.

To further develop our quality service program, we consulted with Portfolio clients in a client satisfaction survey and client focus groups which were designed to determine the level of satisfaction with our services and to assess various aspects of service delivery.

The quality of service currently provided by Veterans Affairs is positively regarded by most clients. The vast majority (90%) are satisfied with the overall quality of service they received from Veterans Affairs Canada. In total, 51% say they are very satisfied, with another 39% satisfied. Few (8%) expressed any degree of dissatisfaction. The results of the survey provide an excellent base upon which to build for the future in the Portfolio's ongoing efforts to continually improve service quality.

**Our Objective:** *Create an innovative and dynamic organization capable of adapting rapidly to, and accommodating, changing needs and priorities.*

**Our Approach:** Veterans Affairs will integrate human resources management with business and strategic planning.

**Our Accomplishment:** Veterans Affairs has developed a La Relève Action Plan that integrates human resources plans with business and strategic plans.

**Our Objective:** *Explore opportunities to share services, to partner and to form strategic alliances with other public and private sector organizations.*

**Our Approach:** In concert with federal initiatives to pursue more productive and streamlined operations, Veterans Affairs continues to support shared service agreements, partnerships and alliances with public and private sector organizations, and to explore alternate service delivery opportunities.

**Our Accomplishments:** Veterans Affairs' primary strategic alliance is with the ten provincial governments. The partnership results in the coordinated delivery of health care services such as the Veterans Independence Program, Treatments Accounts Processing System, and institutional care to our clients.

In addition, senior representatives from the Federal and Provincial governments on P.E.I. together with the post-secondary educational institutions have formed a strategic coalition under the auspices of Knowledge Economy Partnership (KEP). In recognizing that knowledge is a key component to a strong sustainable economy, the KEP partners are committed to working together collaboratively sharing information, resources, and expertise in an effort to develop and implement innovative service delivery approaches.

Strong commitment and support for KEP was demonstrated in February 1997, with the signing of a Memorandum of Understanding by Prime Minister Chrétien and Premier Pat Binns. By March 31, 1997, thirteen separate KEP projects had been approved by the Steering Committee and preliminary work was well underway.

**Our Objective:** *The possibility of transferring Ste. Anne's Hospital to provincial jurisdiction explored.*

**Our Approach:** Since 1963, the federal government policy has been to transfer veterans' hospitals to provincial jurisdiction. Ste. Anne's Hospital, located in Ste-Anne-de-Bellevue, Quebec, is the last remaining hospital operated exclusively by Veterans Affairs. The objective of this initiative is to transfer Ste. Anne's Hospital while ensuring that eligible veterans continue to have access to quality long-term care services, consistent with those provided to veterans across Canada.

**Our Accomplishment:** A project team was formed to facilitate discussions and negotiations for the potential transfer of the hospital to provincial jurisdiction. Approaches to a transfer which address the full range of Veterans Affairs' Statement of Principles related to financial, client service and human resources priorities have been developed.

**Veterans Affairs' Commitment:** *To promote the well being and self-sufficiency of clients as participating members of their communities.*

**Our Objective:** *Clients' independence and quality of life retained through programs such as the Veterans Independence Program.*

**Our Approach:** From its inception in 1981, the Veterans Independence Program (VIP) has helped veterans, whose independence and quality of life were at risk, by providing home care services and community-based, long-term care.

**Our Accomplishment:** Tens of thousands of veterans have, and continue to, benefit from remaining at home or in their community for many years while the high costs associated with institutional care are avoided.

**Veterans Affairs' Commitment:** *To keep the memory of the achievements and sacrifices of veterans alive for all Canadians.*

**Our Objective:** *Education and awareness programs developed to increase our youth's knowledge of Canada's wartime efforts.*

**Our Approach:** Veterans Affairs has developed an extensive network with Provincial Ministries of Education, various national and provincial education associations and classroom teachers in Canada. This effort, coupled with an ongoing presence at education conferences, provided a viable mechanism to promote the use of commemoration material in Canadian schools.

**Our Accomplishment:** Approximately 6,000 comprehensive education packages on the Canadian experience in the Second World War were released to Canadian schools, in partnership with Canada Post. A CD-ROM on the same theme is also being developed.

A special effort has also been directed towards the development of more youth-oriented material and activities surrounding Veterans' Week/ Remembrance Day.

**Our Objective:** *The use of technology (e.g. Internet, SchoolNet) expanded for sharing information on Canada's wartime accomplishments and their legacy.*

**Our Approach:** In the past, the Department had used traditional methods of communication to promote an understanding of the significance of the achievements and sacrifices of Canadians during periods of armed conflict. Through the use of enhanced technology, a number of avenues were explored to provide the Canadian public with greater access to commemorative material.

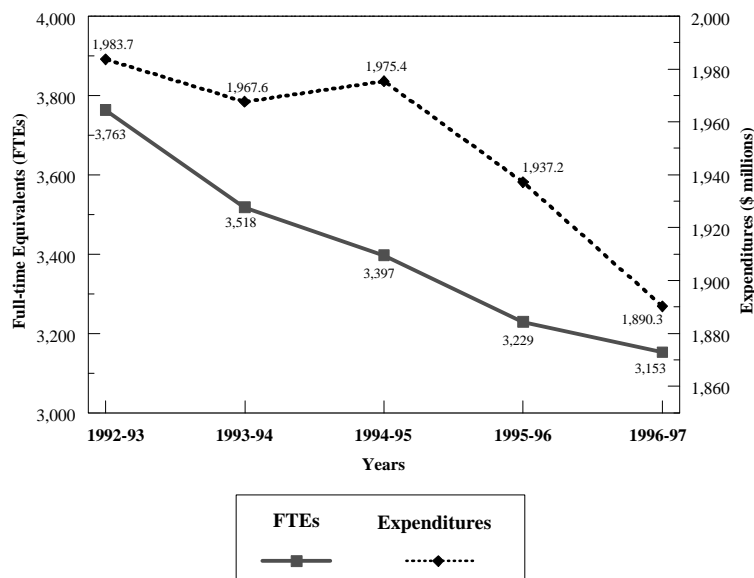
**Our Accomplishments:** New commemorative components to the VAC website were launched. These included a medal display, Vimy Virtual Tunnel Tours, audio interviews with veterans and the Books of Remembrance.

Veterans Affairs Canada partnered with Industry Canada's SchoolNet Program to create projects on the Internet for students and teachers to develop a deeper awareness of Canada's experience in meeting the challenges to this young nation, both overseas and at home, during the Second World War.

### Portfolio Performance

As illustrated in Figure 2 below, Veterans Affairs' total expenditures have decreased by 4.7% during the last five years (from 1992-93 to 1996-97) and the human resources utilization has decreased by 16.2% during the same period. These decreases have resulted mainly from the implementation of cost containment initiatives and program review measures, as well as from a reduction in the number of clients.

**Figure 2: Trends in Portfolio Expenditures and Full-time Equivalent (FTE) Utilization - 1992-93 to 1996-97**



In 1996-97, benefits and services provided to our veteran clients accounted for 92.7% of the Portfolio's total expenditures; expenditures for program delivery and administrative overhead represented 7.3% of this total. The actual total expenditures for the Veterans Affairs Portfolio represented 1.2% of the federal government's total planned expenditures for 1996-97. Details of the Portfolio's performance information for the 1996-97 fiscal year will be presented in the order of the program and activity structures identified in the existing Operational Planning Framework (see page 2).

## **1. Veterans Affairs Program**

The objective of the Veterans Affairs Program, operated under the direction of Veterans Affairs Canada, is to provide support for the economic, social, mental and physical well-being of veterans, their dependants and other eligible persons. The Veterans Affairs Program is divided into four activities: health care, pensions, economic support and departmental administration. Accomplishments for each of these activities follow.

### **A) Health Care**

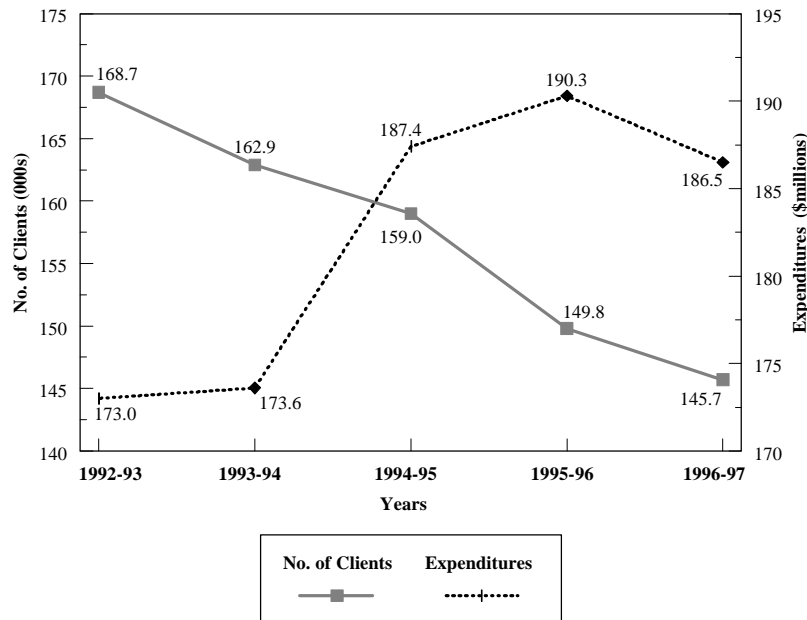
***Health Care Activity Description:*** The provision to qualified veterans of hospital, medical and domiciliary care, out-patient medical and dental treatment, health care assessments, social welfare counselling, prosthetic services and related training, allowances and ancillary benefits.

The major benefits and services offered to eligible clients under the health care activity consist of Health Services, Treatment and Other Health-related Benefits, Veterans Independence Program (VIP), and Long-term Care.

***Health Services***, which include personalized services such as comprehensive assessment, counselling and case management, advocacy, and referral to or coordination with other community agencies, do not always result in the delivery of a health care benefit, but serve to meet the overall objective of providing a continuum of care that helps departmental clients remain healthy and independent in their communities.

In 1996-97, expenditures for benefits and services under the ***Treatment and Other Health-related Benefits*** program amounted to approximately \$186.5 million. Most of these benefits and services were administered through an automated service known as the Treatment Accounts Processing System (TAPS). The contract for the administration of TAPS was awarded in 1995 to Blue Cross of Atlantic Canada for the period covering 1995 to 2000. In 1996-97, approximately 146,000 clients nation-wide were eligible for treatment benefits and services administered through TAPS. Figure 3 on page 17 presents the trends in the number of clients eligible to receive benefits under the Treatment and Other Health-related Benefits program and related program expenditures for the for the period covering 1992-93 to 1996-97.

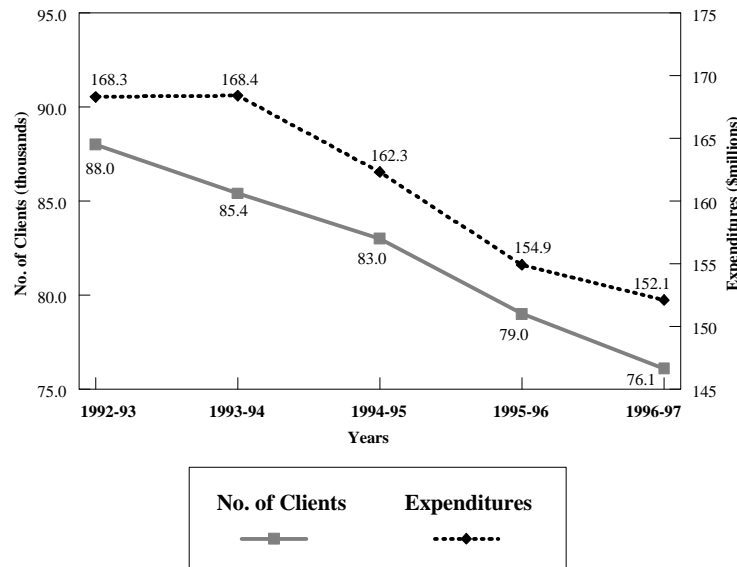
**Figure 3: Trends in the Number of Clients Eligible to Receive Benefits Under the Treatment and Other Health-related Benefits Program and in Program Expenditures for (1992-93 to 1996-97)**



Although the number of eligible clients has decreased by 13.6% from 1992-93 to 1996-97, treatment expenditures have risen by 7.2% over the same period, with a 7.4% increase during the 1994-95 fiscal year alone. This increase in VAC treatment expenditures resulted mainly from increases in costs for health care supplies and services, and from the implementation of cost containment policy changes in several provinces. VAC has responded to these increases by implementing the Veterans Affairs Cost Containment and the Health Services Access Strategy (see page 10) initiatives. Through the implementation of frequency and dollar limits, changes in pre-authorization requirements and other measures, VAC has been able to contain its health care costs while maintaining the quality of care and services to its clients.

**Veterans Independence Program (VIP)** expenditures in 1996-97 totalled \$152.1 million. Approximately 76,000 clients received VIP benefits during that period. Figure 4 on page 18 presents the trends in the number of clients and related expenditures for the Veterans Independence Program for the period covering 1992-93 to 1996-97. During 1996-97, the number of clients who have received VIP benefits has decreased by 3.7% and related program expenditures have decreased by 1.8%. The demand for more services per client, associated with the increasing age of the veteran population, has resulted in VIP expenditures remaining relatively strong.

**Figure 4: Number of Clients and Related Expenditures for VIP (1992-93 to 1996-97)**



In 1996-97, Veterans Affairs Canada provided coordinated services under the *Long-term Care* program for approximately 7,200 eligible veterans and civilians nation-wide in departmental, contract and community institutional facilities. At March 31, 1997, total expenditures for long-term care amounted to approximately \$113.0 million. Expenditures associated with the operation of Ste. Anne's Hospital, the only remaining departmental institution, amounted to approximately \$62.9 million in 1996-97. The Hospital employed approximately 1,000 full-time equivalents and administered approximately 600 beds.

## B) Pensions

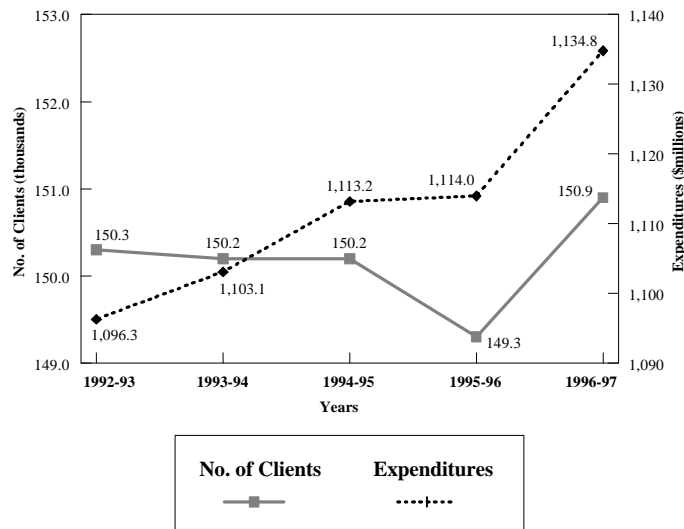
**Pensions Activity Description:** Adjudication and payment of pensions and benefits for disability and death, and provision of legal aid to persons seeking to establish claims, in accordance with the *Pension Act*, the *Veterans Benefit Act*, the *Merchant Navy Veteran and Civilian War-related Benefits Act*, the *Flying Accidents Compensation Regulations*, and related Acts and Orders.

In 1996-97, approximately 151,000 clients received pension benefits from Veterans Affairs Canada (VAC) totalling approximately \$1,134.8 million. The pension activity is an integrated process, managed and administered by Veterans Affairs Canada and the Veterans Review and Appeal Board (VRAB), who work closely together to provide pensions to eligible veterans and their dependants. Specific information on VRAB's program delivery will be provided within the section for that Program on page 21. In



1996-97, expenditures related to VAC's disability pension program delivery amounted to approximately \$28.7 million. Figure 5 below presents the trends in the number of clients and in expenditures for the disability pension program for the period covering 1992-93 to 1996-97.

**Figure 5: Trends in the Number of Clients Receiving Disability Pensions and Program Expenditures (1992-93 to 1996-97)**



Although the number of clients in receipt of a disability pension had remained relatively constant from 1992-93 to 1994-95, expenditures continued to increase mainly due to higher pension assessments for existing conditions and pensions awarded for new conditions. During the initial stages of Pension Reform (see page 9), which came into effect on September 15, 1995, the processing of new applications for disability pensions was temporarily constrained because of the required restructuring of the Portfolio and staff training. Work on reviews and appeals of existing cases continued during 1995-96. In early 1996-97, Pension Reform was fully implemented and processing of new applications for disability pensions resumed. This resulted in an increase of 1.1% in the number of clients over the numbers for 1995-96 and program expenditures increased by 1.8%.

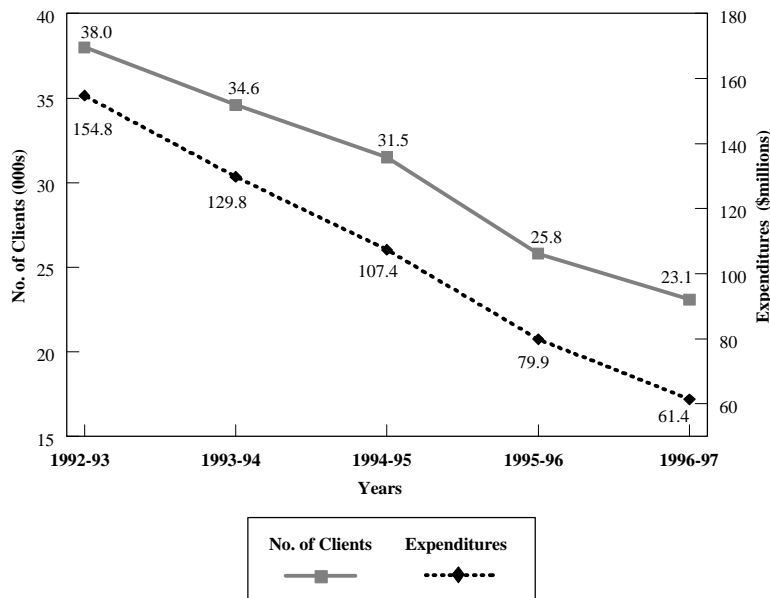
**C) Economic Support**

**Economic Support Activity Description:** Adjudication and payment of benefits relating to the financial support and other special programs for veterans, their dependants and certain other specified persons. These benefits include: payments under the *War Veterans Allowance Act* and in accordance with Part IX of the *Merchant Navy Veteran*

and *Civilian War-related Benefits Act* and supplementary financial assistance on the basis of need; specialized welfare services for blind, deaf and paraplegic veterans; special housing assistance for veterans; as well as veterans' funeral and burial assistance and other commemorative activities including the maintenance of graves, cemetery restoration, maintenance of battlefield memorials, interpretive displays, pilgrimages, education and public awareness programming.

In 1996-97, approximately 23,100 clients received War Veterans Allowance benefits totalling approximately \$61.4 million. Figure 6 below presents the trends in the number of clients and related expenditures for the War Veterans Allowance program for the period covering 1992-93 to 1996-97.

**Figure 6: Number of Clients and Expenditures for the War Veterans Allowance Program - 1992-93 to 1996-97**



From 1992-93 to 1996-97, the number of clients receiving War Veterans Allowance (WVA) decreased by 39.2% and expenditures for this program have decreased by 60.3%. This change is directly attributable to the aging of the veteran population, to changes made in 1995 eliminating the eligibility of Resistance Forces, and to a high mortality rate. As veteran clients and their survivors become eligible for benefits under the *Old Age Security Act* (at the age of 65), the Canada and Quebec Pension Plans, or similar programs originating in other countries, their need for income support from the WVA program was reduced or eliminated.

## **D) Departmental Administration**

***Departmental Administration Activity Description:*** Operation of the former office of the Secretary of State (Veterans) and of the Offices of the Deputy Minister, two Assistant Deputy Ministers and provision of managerial support functions including: finance, human resources, management services, corporate services, communications, audit, security services, coordination of access to information and privacy and property management functions.

**Benefits Redesign Project:** In Part III of the 1996-97 Main Estimates, the Benefits Redesign Project was deemed a Major Crown Project. Information on this project is presented under the Capital Projects within Section IV: Supplementary Information, on page 25.

### **2. Veterans Review and Appeal Board Program**

The objective of the Veterans Review and Appeal Board (VRAB) Program is to provide a review and appeal system to veterans, certain civilians and/or their respective dependants in order to ensure they receive the full benefits to which they are entitled under the *Pension Act*, the *War Veterans Allowance Act*, the *Merchant Navy Veteran and Civilian War-related Benefits Act* and related statutes. All matters related to those reviews and appeals are authorized under the *Veterans Review and Appeal Board Act*.

***Pension Activity Description:*** The Veterans Review and Appeal Board hears all applications for review from veterans and others who are dissatisfied with the decisions rendered by Veterans Affairs Canada respecting disability pensions, hears appeals from persons who are dissatisfied with the Board's review panel decisions, and hears final appeals respecting War Veterans Allowance from persons who are dissatisfied with decisions rendered by Veterans Affairs Canada. The Board also interprets the *Pension Act*, the *Merchant Navy Veteran and Civilian War-related Benefits Act* and the *War Veterans Allowance Act* as well as other related statutes and is the final appeal level within Veterans Affairs.

In 1996-97, the VRAB program utilized 97 full-time equivalents (FTEs) and expenditures for its pension activity amounted to \$8.3 million.

## C. Key Reviews

The following is a listing of key reviews conducted by our Audit and Evaluation Division.

<b>Key Reviews</b>
<b>Results of Program Evaluation Studies</b>
<b>Internet Evaluation:</b> The study helped to focus the use of the emerging Internet/Intranet technology in the delivery of the Portfolio's mandate and provided an organization and decision-making framework to ensure its continuing cost-effectiveness.
<b>Commemoration Evaluation:</b> The findings from this study confirmed the need for immediate strategic direction and business planning and the important role of building on partnerships, as VAC redefines the commemorative portion of its mission.
<b>Results of Internal Audits</b>
<b>Telecommunications Audit:</b> This audit confirmed that significant progress has taken place towards advancements in telecommunications and it also provided assistance to management by determining potential areas of associated risk.
<b>Benefits Redesign Project Audit:</b> This audit led to several improvements related to ongoing project management and risk assessment.
<b>Ste. Anne's Hospital Transfer Audit:</b> Preparation of an evaluation framework and a risk assessment matrix for the transfer team set the stage for continued audit and evaluation monitoring of the transfer process.
<b>Other Key Reviews</b>
<b>Bureau of Pensions Advocates Organization Study:</b> This study provided recommendations and put forth options for organizational changes, to improve the delivery of advocate services.
<b>Management of Government Information Holdings Study:</b> This study provided recommendations to improve the management of information holdings within Veterans Affairs.
<b>Human Resources Management Study:</b> This study examined the internal management controls of the Human Resources Division and the recommendations for improvements in planning, policy, systems and monitoring are currently being implemented.
<b>Training for Veterans Review &amp; Appeal Board Members:</b> The findings from this study indicate that VRAB has the essential elements of an effective training program which can be strengthened by further refinements, particularly, a readiness assessment process.
<b>Atlantic Canada Opportunities Agency (ACOA) Process Mapping:</b> This project provided process and organizational advice to the Canada-PEI Business Service Centre, through an inter-departmental, multi-level government partnership. An excellent example of horizontality in the use of Government resources across Portfolios.

## **Section IV: Supplementary Information**

### **A. Reference and Contacts for Further Information**

For further information relating to this document, you may contact:

Corporate Planning Division  
Veterans Affairs Canada  
P.O. Box 7700  
Charlottetown, P.E.I.  
C1A 8M9  
Telephone: (902) 566-8150

Information on Veterans Affairs' activities may be accessed on the Internet at:

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

In addition, Veterans Affairs produces a variety of publications on available programs and services. Copies may be obtained from our regional or field offices or by contacting:

Communications Division  
Veterans Affairs Canada  
P.O. Box 7700  
161 Grafton Street  
Charlottetown, P.E.I.  
C1A 8M9

The following documents may be obtained through the Internet site of the Treasury Board Secretariat at: *<http://www.tbs-sct.gc.ca/tb/key.html>*.

Veterans Affairs Canada, Report on Plans and Priorities (1997-98 to 1999-2000)

Veterans Affairs Canada, Performance Report for the period ending March 31, 1997

Veterans Affairs Canada, Performance Report for the period ending March 31, 1996

## B. Financial Summary Tables

### Summary of Voted Appropriations

#### Authorities for 1996-97 - Part II of the Estimates

#### Financial Requirements by Authority (\$ millions)

Vote (thousands of dollars)	1996-97 Main Estimates	1996-97 Actual
<b>Program</b>		
<b>Veterans Affairs</b>		
<i>Veterans Affairs Program</i>		
1	492.3	492.6
5	1,418.8	1,368.5
(S)	Re-Establishment Credits under Section 8, and Repayments under Section 15 of the <i>War Service Grants Act</i> of compensating adjustments made in accordance with the terms of the <i>Veterans Land Act</i>	
	0.0	--
(S)	Returned Soldiers Insurance Actuarial Liability Adjustment	
	0.0	--
(S)	Veterans Insurance Actuarial Liability Adjustment	
	0.5	0.3
(S)	Contributions to employee benefit plans	
	19.8	20.5
	<b>1,931.4</b>	<b>1,881.9</b>
<i>Veterans Review and Appeal Board Program</i>		
10	6.8	7.4
(S)	Contributions to employee benefits plans	
	0.9	0.9
	7.6	8.3
<b>Total Department</b>		
	1,939.1	1,890.2

1. Due to rounding, columns may not add to totals shown.

#### Revenues to the Consolidated Revenue Fund (CRF) by Program Activity (\$ millions)

Program Activity	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
<b>Veterans Affairs Program</b>					
Health Care	40.4	39.1	36.6	39.5	35.2
Pensions	5.3	4.1	1.9	4.0	10.4
Economic Support	1.4	1.5	0.4	0.0	0.0
Departmental Administration	7.7	6.9	6.4	6.7	3.3
<b>Veterans Review and Appeal Board Program</b>					
Pensions	0.0	0.0	0.0	0.0	0.0
<b>Total Revenues to the CRF</b>	<b>54.8</b>	<b>51.6</b>	<b>45.3</b>	<b>50.2</b>	<b>48.9</b>

## Capital Projects by Program Activity

(\$ millions)

Departmental Administration Activity	Actual Spending 1993-94	Actual Spending 1994-95	Actual Spending 1995-96	Total Planned Spending 1996-97	Actual Spending 1996-97
Benefits Redesign Project	0.4	1.1	2.2	4.9	3.8
<b>Total Capital Projects</b>	<b>0.4</b>	<b>1.1</b>	<b>2.2</b>	<b>4.9</b>	<b>3.8</b>

Note: Actual costs from 1993-94 to 1996-97 do not include salary costs contributed by Veterans Affairs Canada.

## Status of the Benefits Redesign Project (Major Crown Project)

### 1. Overview

The Benefits Redesign Project is a Veterans Affairs Canada undertaking to implement a cost-effective business solution that will ensure the long-term continuity of service to veterans and prepare the organization for the future. To fulfill these objectives, the Project will implement an integrated Client Service Delivery Network (CSDN) for the delivery of benefits and services associated with the disability pensions, economic support and health care programs of the Department.

### 2. Lead and Participating Departments

This project is being carried out in close liaison with Treasury Board, Public Works and Government Services Canada and the Income Security Programs (ISP) Branch of Human Resources Development Canada. In addition, a Senior Project Advisory Committee (SPAC) consisting of all departments that could be impacted by the project was created in an earlier phase of the project and has reconfirmed the project's procurement strategy of a sole-source contract with EDS Canada Ltd., the contractor that is building ISP's CSDN.

### 3. Prime and Major Sub-Contractors, Address

EDS Canada Ltd., 45 O'Connor Street, Suite 5000, Ottawa, Ontario K2P 1A4

AGRA Monenco, 1145 Hunt Club Road, Suite 600, Ottawa, Ontario K1V 0Y3

#### 4. Major Milestones

#### Dates

Project Commencement	April 1993
Pre-initiation	August 1993 (Treasury Board approved Initiation [Concept] Phase)
Concept Phase	February 1995 (Preliminary Project Approval [PPA] for Definition Phase, Part 1)
Definition Phase Part 1	June 1996 (Preliminary Project Approval [PPA] required for Definition Phase Part 2)
Definition Phase Part 2	October 1997 (Effective Project Approval [EPA] required for Implementation Phase)
Implementation Phase	Beginning in 1998 with full implementation in June 2000

#### 5. Progress Report and Explanation of Variances

The first part of a two-part Project Definition Phase was completed in June 1996. During this phase, the Project fully developed a statement of requirements for a VAC CSDN which describes VAC's future requirements for delivering benefits and services to clients.

In the Project's Concept Phase, it was decided that the best way to realize the Project's objectives was to have the Income Security Programs (ISP) Branch of Human Resources Development Canada modify its CSDN to meet VAC's requirements and one CSDN would serve the needs of both organizations. Since then, because of changes in ISP and within VAC, an independent assessment of the Project was conducted which concluded that VAC should proceed with independent development of a VAC CSDN that builds on, and takes the maximum benefit from, the ISP CSDN.

Subject to Treasury Board approval, the Definition Phase (which will result in the design specifications for the CSDN) will be completed and the project will then proceed to the Implementation Phase in accordance with Treasury Board's Major Crown Project policy and the Enhanced Framework for the Management of Information Technology Projects.

#### 6. Benefits to Clients

Implementation of the CSDN will result in improved client service and improved operational efficiency through:

- ◆ integrated client service at point of contact;
- ◆ faster, high-quality decision-making;
- ◆ faster, more accurate payment of benefits and case processing;
- ◆ more comprehensive services;
- ◆ more resources at the local level to focus on face-to-face service that is a trademark of this Department.



## Transfer Payments by Program Activity

(\$ millions)

Program Activity	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
<b>GRANTS</b>					
<i>Veterans Affairs Program</i>					
Health Care	1.4	1.1	1.0	1.7	1.1
Pensions	1,103.0	1,113.1	1,114.0	1,159.8	1,135.4
Economic Support	158.1	137.2	105.4	89.4	79.3
Departmental Administration	0.0	0.0	0.0	0.0	0.0
<i>Veterans Review and Appeal Board Program</i>					
Pensions	0.0	0.0	0.0	0.0	0.0
<b>Total Grants</b>	<b>1,262.5</b>	<b>1,251.5</b>	<b>1,220.4</b>	<b>1,250.9</b>	<b>1,215.8</b>
<b>CONTRIBUTIONS</b>					
<i>Veterans Affairs Program</i>					
Health Care	181.4	194.0	171.1	168.4	153.0
<b>Total Contributions</b>	<b>181.4</b>	<b>194.0</b>	<b>171.1</b>	<b>168.4</b>	<b>153.0</b>
<b>Total Transfer Payments</b>	<b>1,443.9</b>	<b>1,445.5</b>	<b>1,391.5</b>	<b>1,419.3</b>	<b>1,368.8</b>

Note 1: Due to rounding, columns may not add to totals shown.

## Statutory Payments by Program Activity

(\$ millions)

Activities	Actual 1993-94	Actual 1994-95	Actual 1995-96	Estimates 1996-97	Actual 1996-97
<i>Veterans Affairs Program</i>					
<i>Economic Support</i>					
Re-establishment Credits under Section 8, and Repayments under Section 15 of the War <i>Service Grants Act</i> (R.S.C. 1970, c. W-4) of compensating adjustments made in accordance with the terms of the <i>Veterans'</i> <i>Land Act</i> (R.S.C. 1970, c. V-4)	0.4	0.3	0.2	0.5	0.3
<i>Departmental Administration</i>	0.0	0.3	0.0	0.0	0.0
<b>Total Statutory Payments</b>	<b>0.4</b>	<b>0.6</b>	<b>0.2</b>	<b>0.5</b>	<b>0.3</b>

Note 1: Due to rounding, columns may not add to totals shown.

## Loans, Investments and Advances

The Department provided property management and other services to veterans, their heirs and representatives for property being purchased pursuant to the terms and condition of the *Veterans' Land Act*. These services included counselling, negotiating settlements in dispute and/or problem cases, real estate appraisals and administration of sales contracts.

**Figure 7: Property Contracts - Active Agreements of Sale (as at March 31, 1997)**

Geographic Location	Number of Accounts	Outstanding Balance Cost to Director	Amounts Due on 1996-97 Instalments Plus Arrears	Amounts Collected in 1996-97	Percent Collected	Prepayments Since Inception in Active Accounts
		\$	\$	\$	%	\$
British Columbia	225	338,890.46	254,608.15	253,310.52	99.49	17,104.70
Alberta	163	669,328.83	251,937.59	232,722.62	92.37	24,411.62
Saskatchewan	323	1,448,639.46	551,914.58	462,719.44	83.84	41,414.84
Manitoba	104	272,164.79	156,810.83	140,141.16	89.37	3,863.33
Ontario	1,176	3,315,456.45	1,274,712.92	1,265,698.33	99.29	118,027.30
Quebec	284 *	434,751.77	301,198.94	294,886.85	97.90	16,748.82
Atlantic	460	650,776.61	477,823.44	469,642.62	98.29	58,836.13
<b>Total</b>	<b>2,735</b>	<b>7,130,008.37</b>	<b>3,269,006.45</b>	<b>3,119,121.54</b>	<b>95.41</b>	<b>280,406.74</b>
<b>Veterans</b>						
Full-Time Farming	323	1,804,828.08	711,405.33	586,199.76	82.40	37,527.91
Part-Time Farming	2,395 *	5,274,730.07	2,536,390.11	2,511,710.77	99.03	240,299.34
Commercial Fishing	5	7,589.26	4,469.94	4,469.94	100.00	403.37
Civilians	12	42,860.96	16,741.07	16,741.07	100.00	2,176.12
<b>Veterans and Civilians</b>						
<b>Total</b>	<b>2,735</b>	<b>7,130,008.37</b>	<b>3,269,006.45</b>	<b>3,119,121.54</b>	<b>95.41</b>	<b>280,406.74</b>

\* Includes unearned conditional grants

In 1996-97, the Department finalized an implementation plan for the final wind-down of the VLA Program. The plan dealt not only with the closing of the VLA Head Office, but also with the Department's continued liability for the residual responsibilities of the VLA program.

## Contingent Liabilities

<b>Contingent Liabilities (\$ millions)</b>	
<b>List of Contingent Liabilities</b>	<b>Current Amount of Contingent Liability</b>
Pending and threatened litigation	\$0.8

## Legislation Administered by Veterans Affairs Canada

### 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>Merchant Navy Veteran and 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 No. 10, 1964</i> , 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)

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