



# Millennium Bureau of Canada

## Performance Report

For the period ending  
March 31, 2000

Canada

## **Improved Reporting to Parliament Pilot Document**

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This ***Departmental Performance Report***, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

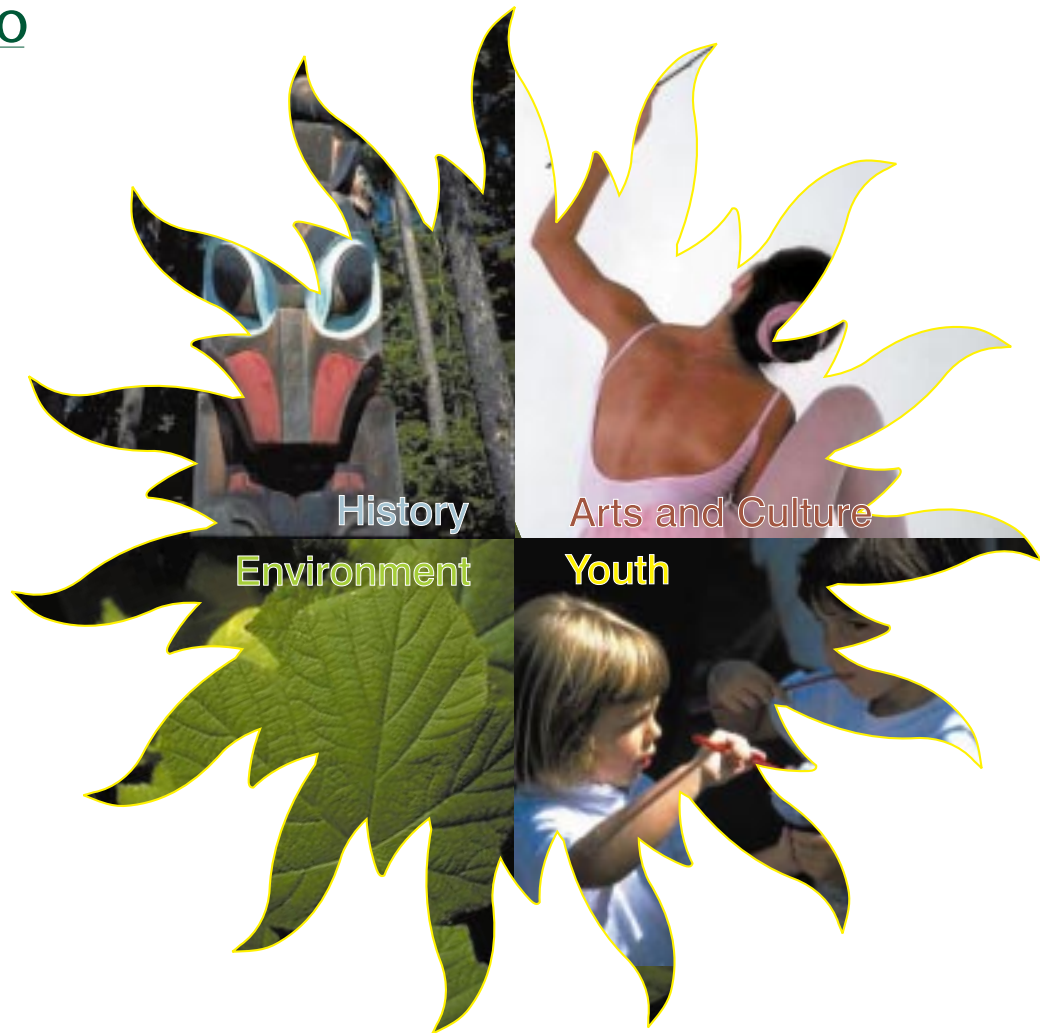
This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

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

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# Millennium Bureau of Canada 1999-2000 Performance Report



*Herb Gray*

DEPUTY PRIME MINISTER





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## Message from the Deputy Prime Minister



I am pleased to present the 1999-2000 Performance Report for the Millennium Bureau of Canada. In it, I will review the federal government's objectives for this millennium year — what we said we would do. I will describe the results of the Canada Millennium Partnership Program (CMPP) — how we did it. And finally, I will highlight some of our successes to date — what we achieved.

A common thread throughout this report, and indeed throughout our unique Program, is the partnerships that have been created to bring these innovative millennium projects to life. The Program gave us a valuable opportunity to work directly with community organizations across the country. Through the CMPP, Canadians used the millennium to tell their stories, our collective story.

The CMPP has engaged Canadians all across the country. Interest has remained high, as evidenced both by the huge number of visits daily to our “Canada and the Millennium” web site and by the large number of public events held in communities throughout the nation. Each event provided an opportunity to bring together the project partners and to involve all members of the community, and our web site provided the ideal tool for Canadians looking for events in their own communities and across Canada.

Because Canadians told us to focus on the environment, we partnered with **Natural Legacy 2000**, a consortium of Canada's four major national wildlife groups in a nation-wide initiative to preserve more of Canada's wildlife and natural habitats. Because Canadians told us how important youth are to our future, hundreds of young women and men were able to learn the importance of teamwork through **Tall Ships 2000**. Because Canadians appreciate the need for links from coast to coast to coast, we helped complete the longest recreational trail in the world, the **Trans Canada Trail**. And because Canadians recognize our nation is a network of communities, we supported **Our Millennium**, a project that encourages Canadians to celebrate the millennium by coming together to make the community a better, stronger, more vibrant place.

These are but a few examples of the many projects we are assisting, which respond directly to the themes and objectives we established. They reflect Canada's diversity, engage Canadians, build partnerships, and reach thousands of communities in Canada. In short, this program is inclusive. It has made a difference in the lives of all Canadians as we entered the new millennium.

The greatest success of these projects is the legacy that will endure. They will leave many Canadians with a stronger sense of community, one they will pass on to future generations. They truly reflect our millennium theme, *Sharing the Memory...Shaping the Dream*.







# Performance of the Bureau

## Societal Context

In response to the Speech from the Throne in September 1997 and the results of a national survey conducted on Canadians' views of the millennium, the Canada Millennium Partnership Program (CMPP) — under the Millennium Bureau of Canada (the Bureau) — was created to encourage and facilitate millennium initiatives across the country. The polling strongly indicated that Canadians favoured events and activities that would mark the millennium in a special way and



aim to leave a legacy for the future. As well, Canadians wanted a program where initiatives would be undertaken in partnership with various levels of government, business, community groups, and other organizations. Thus the millennium presented a unique opportunity to: reflect on our accomplishments; look to the future with renewed vigour, optimism, and hope; and work together to achieve collective goals.

## Objective

To assist in building partnerships among governments, communities, and citizens to mark the millennium.

## Strategic Priorities

The Bureau is responsible for administering the CMPP — a highly inclusive, community-based contributions program. To fulfill its commitment to Canadians, the Bureau will:

- 🔥 make timely funding and/or endorsement decisions and negotiate contractual agreements with successful applicants;
- 🔥 ensure that initiatives comply with the *Canadian Environmental Assessment Act*;
- 🔥 launch millennium activities and/or develop events in partnership with Canadians; and
- 🔥 sustain interest in, and continue to promote, millennium activities that will occur over the duration of the CMPP.

On the operational side, the Bureau is committed to:

- 🔥 recruiting and retaining a dedicated and highly skilled workforce;
- 🔥 maintaining a healthy work environment and supporting employees in their search for new employment, as the Bureau will be closing down in 2001;
- 🔥 refining program delivery mechanisms as the department downsizes; and
- 🔥 complying with federal directives and mandatory reporting requirements before the termination of the CMPP and the Bureau.

## **Performance Results Expectations**

The Canada Millennium Partnership Program was launched in 1998 to: provide federal leadership in facilitating millennium events across the country; strengthen relationships between the government and Canadians; and use the millennium as an opportunity to celebrate our achievements, explore our heritage, build our future, and contribute to projects of lasting benefit for future generations.

Because the CMPP is a contributions program, the Millennium Bureau of Canada is responsible for applying eligibility and assessment criteria in accordance with the terms and conditions of Treasury Board approval of the Program. The Bureau itself does not establish or implement specific projects funded under the CMPP.

The CMPP is designed to provide a framework within which Canadians themselves create and implement initiatives to mark the millennium in an appropriate manner that falls within the CMPP's eligibility criteria.



## Authorities

<b>Millennium Bureau of Canada: Millennium Initiatives Business Line</b>	
<b>Planned Spending</b>	<b>\$82,000,000</b>
<i>Total Authorities</i>	<i>\$82,100,002</i>
1999-2000 Actuals	\$46,442,615

## Chart of Key Results Commitments

The performance expectations for 1999-2000 are presented in the following chart. The first and second columns provide results commitments (*2000-2001 Report on Plans and Priorities*). The third and fourth columns demonstrate how the Bureau allocates its resources to support the results commitments and show where the 1999-2000 accomplishments can be found in this Performance Report.

<b>To provide Canadians with:</b>	<b>To be demonstrated by:</b>	<b>Resources (\$ millions)</b>	<b>Reported on page:</b>
An enduring legacy for future generations	Local, national, and international millennium initiatives that celebrate our achievements, explore our heritage, build our future, and leave a legacy	1.7	6
	Financial assistance to the public and private sectors for millennium projects	77.0	13
	Partners with the Government of Canada in assisting and promoting millennium events	3.3	14

## Performance Accomplishments

*Local, national, and international millennium initiatives that celebrate our achievements, explore our heritage, build our future, and leave a legacy*

Under the theme *Sharing the Memory...Shaping the Dream*, the Bureau has reached out to Canadians, encouraging them to engage in projects to mark the millennium. The Bureau has accomplished this by providing information, receiving proposals, engaging applicants in discussions about their projects and aspirations, evaluating submissions, approving projects, and negotiating contribution agreements.

The CMPP was originally designed to be implemented over five phases, providing applicants with sufficient opportunity to submit proposals. Phases IV and V were subsequently combined to give Canadians the opportunity to proceed as quickly as possible with activities designed to mark the arrival of the new millennium. As a result, the Phase IV deadline was extended to November 30, 1999, allowing applicants additional time to submit proposals intended for Phase V. The Bureau carried out a multifaceted information campaign to inform as many Canadians as possible of the changes.

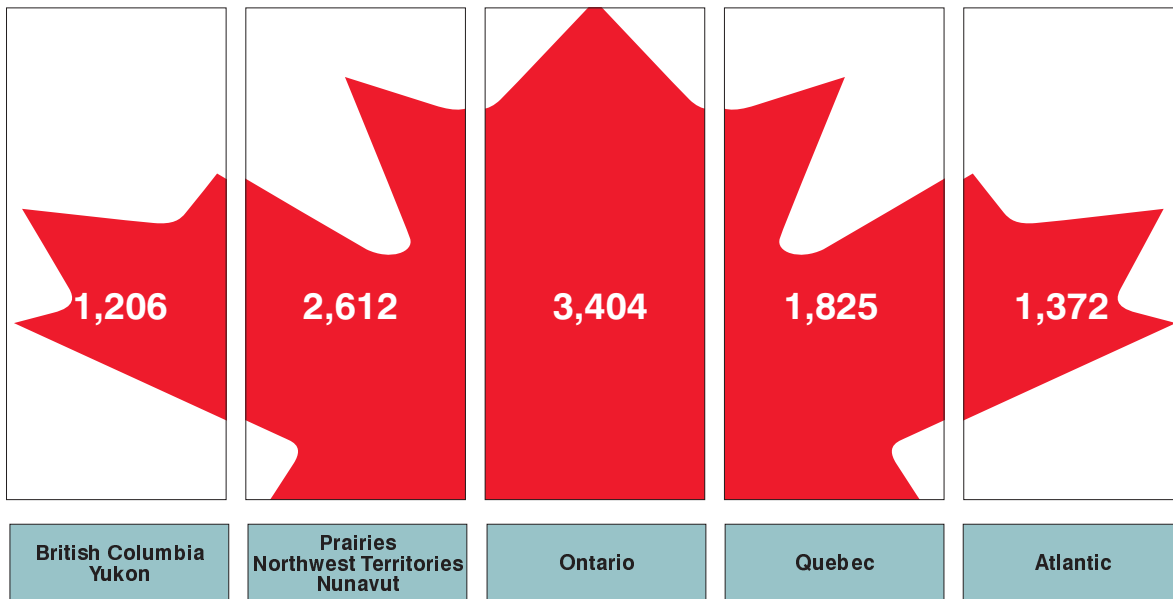
The Bureau administered a community-based contributions program, open to applicants from all communities in Canada in order to reflect the country's diversity. As indicated in the charts below, more than 10,000 applications were submitted for partial funding — a strong indicator of our success in getting the word out.

Phase	Application Deadline	Number of Applications Received
Phase I	June 19, 1998	337
Phase II	October 31, 1998	1,581
Phase III	May 31, 1999	3,373
Phase IV	November 30, 1999	5,128

Over the four phases, the number of submitted project proposals encompassing local, national, and international scopes increased significantly. Projects are determined to be local in scope when the majority of activities and results occur in one province or territory. In Phase I, the Bureau received 337 applications; 5,128 applications were submitted in Phase IV. Between Phases III and IV, project applications increased by 53% (local), 41% (national), and 62% (international).

Of the total number of proposals submitted within the four phases, approximately 85% were local initiatives. These proposals came from every province and territory in Canada, from St. John's to Victoria to Iqaluit, and touched on all aspects of Canadian life. Approximately 11% of the submitted projects were national in scope; the remaining 4% were international.

## Regional Distribution of the Total Number of Projects Received from Phases I, II, III, and IV



Of the total proposals received, 23% focused on celebrating achievements in the arts, technology, social progress, and national diversity. Another 24% reflected a desire to explore our heritage through projects that recreated, restored or preserved an aspect of local, national or international history. The remaining 53% of the proposals were oriented toward building our future through sustainable environmental initiatives, youth leadership, exchange of ideas and approaches, and advancement of Canadian innovation. All of the project proposals captured and expressed the aspirations of Canadians and their optimism for the millennium.

For the fiscal year 1999-2000, this Performance Report also takes into account projects approved in Phases II and III, and Phase IV projects for which activities were scheduled to take place prior to the official Phase IV announcement.

**In Phase II, of the 316 projects approved through the Government of Canada's Millennium Initiatives, 257 are *local*, 40 *national*, and 19 *international* projects.**



### **The Friendship School Programme**

(Thornhill, Ontario): a project in which Canadian students assemble kits of basic school supplies to be sent to partnership schools in developing countries.

### **Collective Echoes**

(Vancouver, British Columbia): the creation of six public art pieces to be displayed in Vancouver's city parks.

### **The Arctic Millennium Project**

(Inuvik, Northwest Territories): the creation of a web-based educational “classroom on the arctic wilderness” to serve as a forum for students.

### **The Islandingur: A Timeless Adventure**

(St. John’s, Newfoundland): a recreation of the Iclander’s longship, the Islandingur, which will sail from Reykjavik to Greenland to Newfoundland.



**For Phase III, the federal government was a partner in supporting 557 local, 45 national, and 8 international projects.**

### **Reaching New Horizons**

(Winnipeg, Manitoba): transformation of 460 acres of land into an ecological reserve.



### **Millennium Trek to Caribou Calving Grounds**

(Whitehorse, Yukon): A trek to the sacred calving grounds of the Porcupine Caribou Herd by 15 Gwich’in Nations.

### **Calgary’s Shaw Millennium Park**

(Calgary, Alberta): the redevelopment of seven acres of underused land into a multi-use family park in downtown Calgary.

## Checkmating Violence

(Montréal, Québec): the organizing of regional chess tournaments in conjunction with multimedia shows focusing on the theme of non-violence.

## Prince-Lewis Riverfront Project

(Moncton, New Brunswick): the beautification of the urban area along the Petitcodiac River

An interim announcement for Phase IV, made on March 17, 2000, announced that the federal government was a partner in supporting 65 projects for which activities were scheduled to take place prior to the official Phase IV announcement (on May 15, 2000). Approximately 94% of these projects are local in scope.

## Kluane Historical Exhibit

(Haines Junction, Yukon): a permanent exhibition on the local history of the Kluane region.

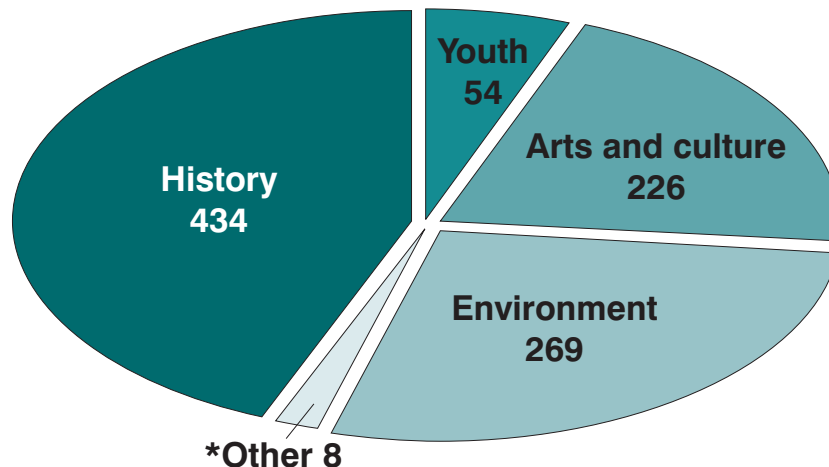
## Sandrine's Gift of Life

(Ottawa, Ontario): projects carried out by youth in their local communities to raise awareness of the importance of organ donations — the “gift of life”.



All projects received by the Bureau reflect several main themes. For this fiscal year, a total of 991 projects were approved.

**Thematic Distribution of Approved Projects for Phase II, Phase III, and Interim Phase IV**



\* includes projects encompassing two or more themes





The majority of projects will take place over the course of the year 2000. However, some projects (see the four examples presented below) have already completed their activities, thereby demonstrating Canadians' enthusiasm in celebrating the new millennium.

## Where were you when...



### **Ancestral Voices: A Tribute to the First Nations**

(Scarborough, Ontario): a presentation of First Nations' culture through music, dance, and drum with narratives provided by Elders.

### **i human 2000 Peace Initiative**

(Edmonton, Alberta): a special sculpture, in recognition of peace and the new millennium, constructed from deactivated firearms.



### **Jam des Neiges**

(Québec, Québec): the first international winter scouting event, held on the Plains of Abraham in Québec City from December 27, 1999 to January 5, 2000, with 3,000 participants (ages 14-25) from around the world and 2,000 Canadian volunteers.

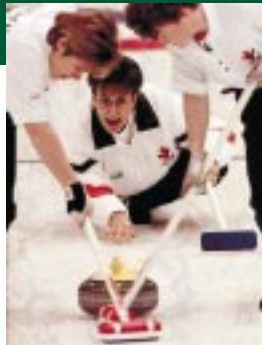


### **Portrait V2K**

(Vancouver, British Columbia): a mosaic of the city compiled in a year-long collection of personal images and stories of neighbourhood history reflecting cultural diversity and personal achievements.

To **celebrate our achievements**, groups of Canadians across the country are planning and implementing projects that reflect on our accomplishments and create lasting memories among the nation's individuals and communities. The achievements of youth, women, artists, individuals, athletes, writers, musicians, and inventors are highlighted, as are the commitments and contributions of Canadians who have served our country.

## Did you know...



### **Sandra Schmirler Olympic Gold Park and Wall of Fame**

(Biggar, Saskatchewan): a park and commemorative Wall of Fame, to honour Sandra Schmirler and acknowledge Canada's first Olympic medal in women's curling.

### **National Tour of "Women are Persons"**

(Calgary, Alberta): a cross-country tour of a maquette in recognition of the "Famous 5" women (Emily Murphy, Henrietta Muir Edwards, Louise McKinney, Irene Parlby, and Nellie McClung), who fought to gain women the constitutional status of "persons".

### **Veterans Memorial Park**

(Kensington, Prince Edward Island): a park designed to honour local war veterans and serve as a reminder of the contribution made by all of Canada's veterans.



The CMPP has supported numerous projects that **explore our heritage**. Project activities have included: restoring historically significant sites; recording oral histories; publishing books that trace the history of communities, organizations, and individuals; creating historical displays; creating gardens, parks, and trails that explore the diverse natural environment; and re-enacting past times and replicating historical items. These local, national, and international projects are intended to inspire Canadians to explore the country's vast heritage, raise awareness, and increase our appreciation of the past and the rich variety of peoples that have come to build this nation.

# How can we learn about Canadian history?



## Beothuk Commemorative Statue

(St. John's, Newfoundland): a statue of a young Beothuk woman, in honour of the Beothuk people and culture which became extinct in 1829.

## Jeunes reporters à la recherche de l'histoire canadienne

(Trois Rivières, Québec): a project to engage youth in 3,000 Francophone schools across Canada to learn about Canadian history through a series of personalized reports involving seniors in their communities.

Projects that **build our future** will contribute to a strong and sustainable Canada for future generations. Funding is provided for activities enabling Canadians to: exchange ideas and approaches that reinforce Canada's position in the world; provide opportunities for youth to develop leadership skills and explore avenues for the future; promote sustainable environment practices through the preservation and restoration of natural heritage sites; and promote values that are important to Canadians.

# How can we invest in our future?



## Leave Out Violence — LOVE

(Montréal, Québec): an expansion of the LOVE program, which provides media development and training to young Canadians afflicted by violence and offers them a positive alternative to violent lifestyles.



## Secwepemc Ethnobotanical Garden and Native Heritage Park

(Kamloops, British Columbia): combining respect for nature and expression of Shuswap heritage, the project will develop plant-based exhibits with interpretive designs as well as a garden displaying five ecosystems of an ancient and diverse natural heritage.

In one way or another, all of these projects will **leave a legacy** for current and future generations. Many of the projects will result in tangible products such as books, works of art and other artistic endeavours, monuments and memorial sites, historical replicas, restored heritage sites, new and restored trails, rejuvenated natural and traditional ecosystems, educational materials, videos, and photographs. These tangible outcomes will preserve and communicate the collective memories of Canadians.

Other legacies will be expressed in different ways. For example, projects with a focus on environmental initiatives will improve the quality of life for all Canadians and help to create an environmentally sustainable future. Projects that celebrate achievements will instill pride in our accomplishments and encourage Canadians to continue exploring better ways of working, living, creating, and innovating together. The projects will leave many Canadians with a stronger sense of community, one they will pass on to future generations. Although the year 2000 is a time to reflect on the past, it also serves as a catalyst for Canadians to continue contributing to this rich and diverse nation. Canadians are telling their stories, our stories.

### *Financial assistance to the public and private sectors for millennium projects*

Since the CMPP's launch, more than 10,000 applications have been received, representing nearly \$1.9 billion in funding requests. To date, almost 1,000 projects have been approved, resulting in \$127 million in federal funding.

To ensure program accountability with respect to the disbursement of funds and product delivery, all successful funding applicants have to enter a contractual agreement with the Bureau, outlining the terms and conditions that must be met before funds are disbursed. The Bureau contributes up to one-third of each project's total eligible costs. Organizations are responsible for developing creative partnerships to leverage CMPP funding and secure the remaining project costs. To date, the Bureau has negotiated agreements for 63% of approved projects.

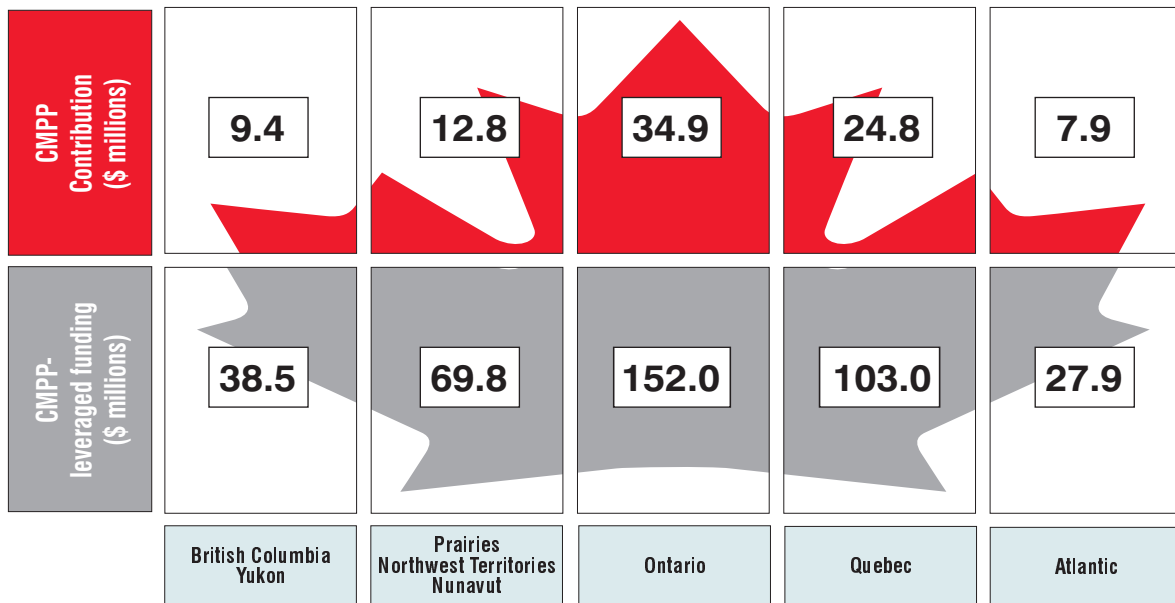
The *Canadian Environmental Assessment Act* requires all federal departments and agencies to determine the environmental implications of certain projects by ensuring that they conduct an environmental assessment. By March 31, 2000, a total of 412 projects approved for partial funding were identified as requiring environmental assessment under the *Act*. Assessments have been completed for approximately 67% of these 412 projects. No contribution agreement can be signed, or funds disbursed, until the assessment has been completed. If the assessment identifies any mitigation measures that need to be addressed, these must be included in the contribution agreement. The intensive process of environmental assessments requires the Bureau to consult and coordinate with relevant federal departments and agencies on projects with environmental impacts within their jurisdictions.

For Phase II, the Bureau approved \$43 million in partial support of 316 local, national, and international millennium projects. This funding will leverage almost \$184 million from other partners in the private sector, community organizations, other levels of government, and non-governmental organizations.

For Phase III, the Bureau contributed \$44 million in partial support of 610 projects. This funding leverages approximately \$198 million contributed by the private and public sectors.

For the interim Phase IV approvals, \$1.9 million was approved in partial support of 65 projects. The Bureau’s funding leverages approximately \$8.4 million contributed from other partners.

### CMPP Contributions and Leveraged Funding by Region Including Phase II, Phase III, and Interim Phase IV



All applicants have been able to consult the Bureau’s web site for a fundraising guide on best practices in securing sponsorship. During the fiscal year, 21 projects were withdrawn, representing cases where the applicant had withdrawn the contract before it was duly signed by both parties. The applicants’ inability to secure the remaining costs (two-thirds or more) was the main reason for the withdrawal in these cases.

### *Partners with the Government of Canada in assisting and promoting millennium events*

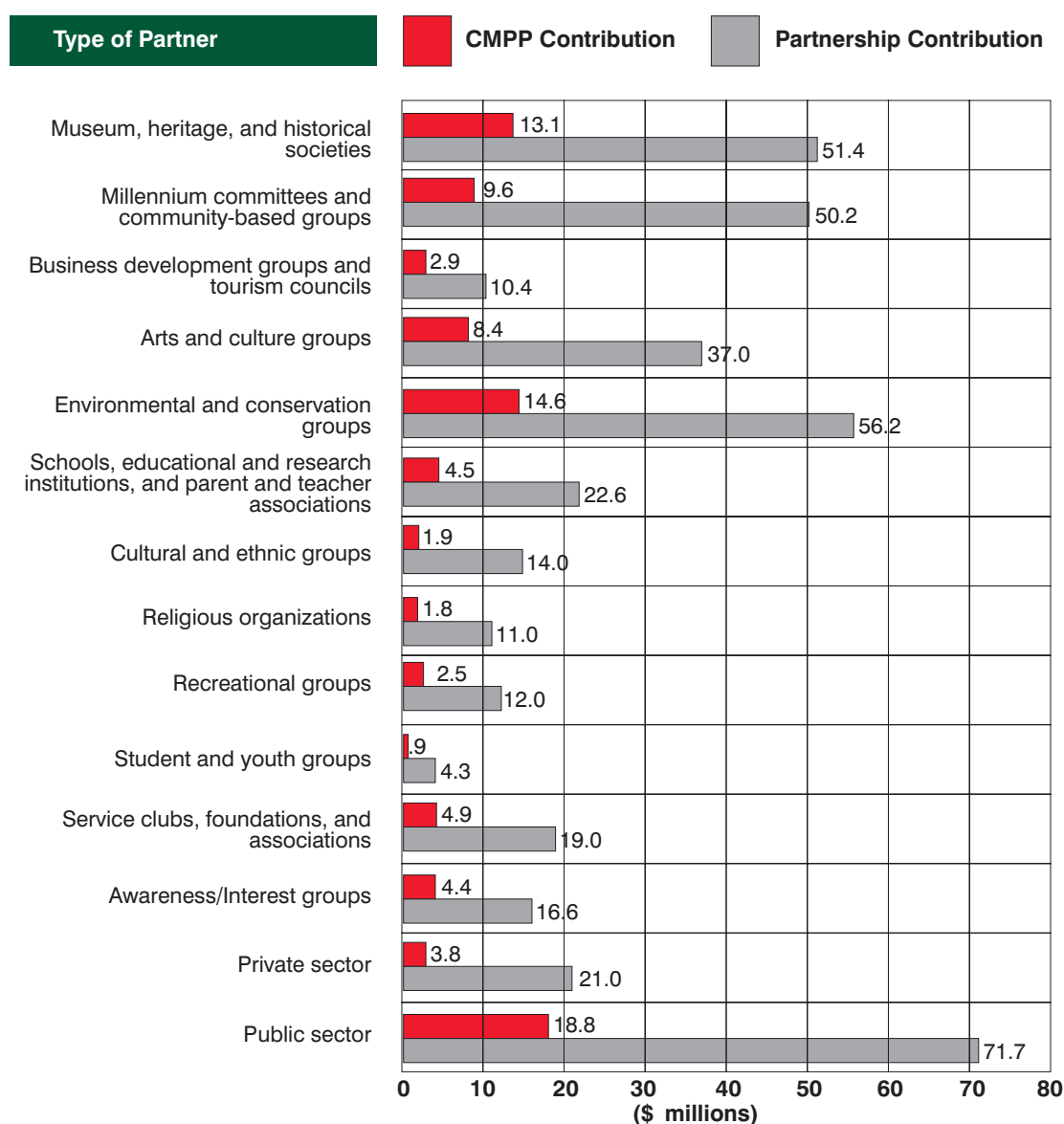
#### **CMPP Partnerships**

Innovative millennium projects have been created and brought to life through **partnerships** — a critical element of the CMPP. To date, the CMPP has generated ties with a variety of organizations including environmental, cultural, recreational, youth, heritage, and arts groups as well as numerous municipalities and local administrations.

The large increase in applications submitted during the four phases reflects Canadians' desire to pursue millennium initiatives in partnership with the Government of Canada. Because most projects have multiple partners, the 991 projects approved for the fiscal year 1999-2000 demonstrate that the Bureau has developed more than 1,000 partners.

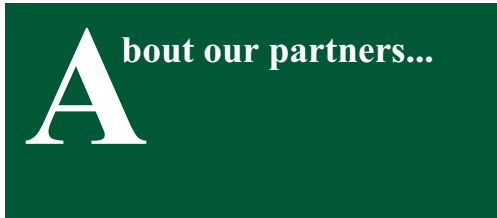
These partnerships are not only successful in developing innovative community-based initiatives, but have also raised the funds to leverage CMPP contributions. Communities have come together and found resources ranging from traditional funding partners such as businesses, foundations, and associations, to non-traditional partners that provide in-kind support. The CMPP's policy of a maximum one-third contribution has made partnerships an integral part of initiatives, and guarantees that Bureau-supported projects are based in the community and are the result of broad local or national interests.

The table below demonstrates the general areas of partnerships developed with the CMPP, and their contributions leveraging CMPP funding.





In addition to these partner organizations (with which the Bureau is in direct contact regarding proposals and funding), there is an extremely long list of third parties which have made an equally significant contribution to the success of these millennium initiatives. To illustrate the involvement of third-party organizations, three sample projects are listed below.



**Sandrine's Gift of Life:**

The Eastern Ontario Branch of the Kidney Foundation of Canada in partnership with the Association of Canadian Community Colleges, Sandrine's Gift National Committee, Senators' Foundation, and other business and community organizations

**Generation Peace:**

War Child Canada in partnership with the Millennium Television Network, MuchMusic, the City of Toronto, and corporate partners

**Ancestral Voices:**

The Scarborough Philharmonic in partnership with the Toronto District School Board, Scotiabank, the City of Toronto, Music 2000, and the Aboriginal Foundation

The Bureau has also created partnerships through project endorsements, which do not involve CMPP funding. Proposed activities must be non-commercial in nature to be considered eligible for the Canada Millennium endorsement. Organizations are granted the use of the millennium logo for promotional purposes, publicity on the Bureau's web site, and recognition as a millennium project. To date, the Bureau has received 150 applications for endorsement, of which 83 have been approved.

The CMPP is committed to engaging Canadians, building partnerships, and reaching communities across the country. Through the development of partners, the Government of Canada has found a way to make a difference in the lives of millions of Canadians as we entered the new millennium.





## Promotion of Millennium Initiatives

The Bureau has played a central role as a coordinating centre for millennium activities. For example, the Bureau maintains a 1-800 telephone line that helped organizations prepare applications and continues to assist Canadians in planning their millennium activities.

The Bureau's web site, "Canada and the Millennium", includes a resource centre to help organizations prepare initiatives; it also provides useful strategies for project fundraising. An important feature of the web site is the Calendar of Events that keeps Canadians informed about millennium activities throughout Canada, including those not funded by the CMPP. The web site is also linked with those of CMPP recipients and local, provincial/territorial, and international millennium organizations.

<b>D</b> id you know...	<b>38,000 daily hits to the Bureau's web site</b>
	<b>22,215 calls responded to on the 1-800-O-Canada line</b>
	<b>Approximately 500 public events held across Canada</b>

The Bureau's enhanced web site — [www.millennium.gc.ca](http://www.millennium.gc.ca) — was launched on January 11, 2000. The site offers a variety of added features:

-  visitors can send a Millennium Postcard to family or friends;
-  a Millennium Café is open for comments on issues such as arts and culture, history, environment, and youth;
-  a Featured Project section highlights a random CMPP project every time a user visits the home page; and
-  a Search Page allows users to search for projects of interest.

In December 1999, the Bureau produced a Public Service Announcement (PSA) which began broadcasting in January 2000 on the following major networks: Global Television and the Weather Network/Météo Média.

Through additional partnerships, the Bureau has undertaken to enhance the visibility of the federal government as a critical partner in helping Canadians find ways to mark the millennium. For example, Memorandums of Understanding were negotiated with the Canadian Cable Television Association (CCTA) and the Canadian Association of Broadcasters (CAB). As official media partners of the Bureau, members of the CCTA and the CAB can use Canada's official millennium logo and slogan for non-commercial purposes. The CCTA and the CAB will encourage its member network of community cable channels to promote free-of-charge millennium initiatives through such means as on-air promotions, special millennium programming, newsletters and magazines, and a direct link to the Bureau's web site.



Specifically, *Plugged In!* — a magazine show aired on community cable channels across the country — has provided coverage of millennium projects and events in each community, including those funded by the CMPP.

The Bureau has also fostered a successful partnership with VIA Rail Canada. Activities include direct links between the VIA Rail and CMPP web sites, and distribution of our bookmark with VIA tickets. Planning is underway to include activities such as a mail-out of promotional inserts to 47,000 VIA Preference members, inclusion of our Public Service Announcement on the VIA video wall in Montréal, and promotional articles on our projects in *VIA Magazine*.

In January 2000, the Bureau established a partnership with the Weather Network/Météo Média. One result of this partnership is a 30-second project capsule which is being broadcast twice a day on each network. Other promotional activities will include the production of approximately 40 film vignettes featuring CMPP projects.

In partnership with Canada Post, the CMPP launched the new Millennium Stamp at **Jam des Neiges**, a CMPP-sponsored event.

The Bureau has acted as a catalyst in building partnerships among governments, communities, and citizens to assist in promoting millennium activities and the CMPP. These partnerships should serve as a foundation for enduring relationships in the future.

## Internal Performance

In 1999-2000, the Bureau faced operational constraints on, and challenges to, program management and implementation as a result of the following factors: an overwhelming number of submitted applications in combination with the department's temporary nature, short operational lifespan, and limited resources. The Bureau made significant progress in developing flexible and innovative strategies to confront these challenges.



To achieve **key results** in this area, the Bureau:

- 🔥 Developed a strategy focusing on human resources priorities to ensure positive impact on employee job satisfaction and to continuously improve client service by:
  - increasing the Bureau's resourcing capacity from 52 to 150 employees through a formal staffing process to deal with increased workload, and building partnerships with other federal departments and agencies (such as Public Works and Government Services Canada, Western Economic Diversification, and Canada Customs and Revenue Agency) to draw on their areas of expertise;

- developing multi-disciplinary teams to meet immediate and long-term resourcing needs;
  - developing training packages to ensure a clear understanding of the CMPP criteria and program policies and guidelines;
  - implementing a career development program, in response to the department's findings of the Public Service Employee Survey 1999, in which approximately 65% of employees participated and from which the Bureau received positive feedback; and
  - creating a framework to address high staff turnover, the future downsizing of operations, and the retention of employees to ensure the CMPP's successful completion.
- 🔥 Refined the process of applications review with the aim of approving projects within 10 to 14 weeks, in addition to the ongoing communication and promotion of millennium activities.
- 🔥 Established a team to ensure that project activities with an environmental impact comply with the *Canadian Environmental Assessment Act (CEAA)*. Given the intensive nature of the process and the short operational lifespan of the Program, the Bureau maintained the momentum for the delivery of contribution agreements.
- 🔥 Improved the tools used for monitoring the performance of approved CMPP projects (based on lessons learned from Phases I and II), thereby maintaining transparency and accountability in the Bureau's operations by:
- producing information kits on requirements for environmental assessments and contribution agreements for successful applicants;
  - improving the departmental contribution management process to ensure compliance with Treasury Board policies and guidelines;
  - refining performance indicators for monitoring projects; and
  - developing an audit and monitoring strategy (in process).



# Financial Performance

## Performance Overview

For the 1999-2000 fiscal year, the Millennium Bureau of Canada had authority for operating expenditures of \$12.4 million and contributions of \$69.1 million.

During the 1999-2000 fiscal year, the number of applications resulted in a substantial staffing increase to oversee project assessments, contracting, and payments. This was the principal reason that operating expenditures of \$12.1 million exceeded the originally planned amount of \$5 million for 1999-2000.

In addition, the Bureau had to build the capacity to ensure that millennium projects complied with the *Canadian Environmental Assessment Act*. These additional demands on the Bureau's operation delayed the payment of contributions in 1999-2000 and are the main reasons for the difference between Total Authorities and Actual expenditures.

Other contributing factors for the delay in contribution payments include: the complex and multi-party nature of the process of receiving and processing claims of approved applicants; the time required to secure partnership funding; and the time required to complete environmental assessments. Approximately \$35.4 million in lapsed funding for Millennium Initiatives is being reprofiled to the 2000-01 fiscal year.

## Financial Summary Tables

The Millennium Bureau of Canada's financial performance is shown in the following tables:

Table 1: Summary of Voted Appropriations

Table 2: Comparison of Total Planned Spending to Actual Spending

Table 3: Historical Comparison of Total Planned Spending to Actual Spending

Table 4: Contingent Liabilities

**Table 1 — Summary of Voted Appropriations**

<b>Financial Requirements by Authority (\$ millions)</b>				
<b>Vote</b>		<b>1999-00</b>		
		<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
<b>Millennium Initiatives</b>				
30	Operating Expenditures	4.5	12.4	12.1
35	Contributions	77.0	69.1	33.7
(S)	Contributions to Employee Benefit Plans	0.5	0.6	0.6
<b>Total Department</b>		<b>82.0</b>	<b>82.1</b>	<b>46.4</b>

**Table 2 — Comparison of Total Planned Spending to Actual Spending**

<b>Departmental Planned Versus Actual Spending (\$ millions)</b>				
<b>Millennium Initiatives</b>		<b>1999-00</b>		
		<b>Planned</b>	<b>Total Authorities</b>	<b>Actual</b>
FTEs		48	108	115
Operating		5.0	13.0	12.7
Capital		-	-	-
Voted Grants and Contributions		77.0	69.1	33.7
<b>Total Gross Expenditures</b>		<b>82.0</b>	<b>82.1</b>	<b>46.4</b>
Less:				
Respendable Revenues		-	-	-
<b>Total Net Expenditures</b>		<b>82.0</b>	<b>82.1</b>	<b>46.4</b>
<b>Other Revenues and Expenditures</b>				
Non-respendable Revenues		-	-	-
Cost of services provided by other departments		0.3	0.8	0.8
<b>Net Cost of the Program</b>		<b>82.3</b>	<b>82.9</b>	<b>47.2</b>

**Table 3 — Historical Comparison of Total Planned Spending to Actual Spending**

<b>Historical Comparison of Departmental Planned Versus Actual Spending (\$ millions)</b>					
<b>Millennium Initiatives</b>	<b>Actual 1997-98</b>	<b>Actual 1998-99</b>	<b>1999-00</b>		
			<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual</b>
Millennium Bureau of Canada	-	18.0	82.0	82.1	46.4
<b>Total</b>	-	<b>18.0</b>	<b>82.0</b>	<b>82.1</b>	<b>46.4</b>

**Table 4 — Contingent Liabilities**

<b>Contingent Liabilities (\$ millions)</b>			
<b>List of Contingent Liabilities</b>	<b>Amount of Contingent Liability</b>		
	<b>March 31, 1998</b>	<b>March 31, 1999</b>	<b>Current as of March 31, 2000</b>
<b>Claims, Pending and Threatened Litigation</b>	0	0	0.3
<b>Total</b>			<b>0.3</b>



# The Bureau's Overview

## Mandate

The Government of Canada launched the Canada Millennium Partnership Program, a contributions program, on June 4, 1998, as part of the Millennium Bureau of Canada. Under the general theme **Sharing the Memory...Shaping the Dream**, the CMPP is intended to engage Canadians in creating initiatives which celebrate our achievements, explore our heritage, and build our future. This is accomplished by promoting local, national, and international partnerships and by contributing to programs and projects of lasting impact into the next millennium.



**To engage Canadians in initiatives which:**

- *Celebrate our achievements*
- *Explore our heritage*
- *Build our future*
- *Build local, national, and international partnerships*
- *Build programs and projects of lasting impact*

## Departmental Organization

### Business Line Description

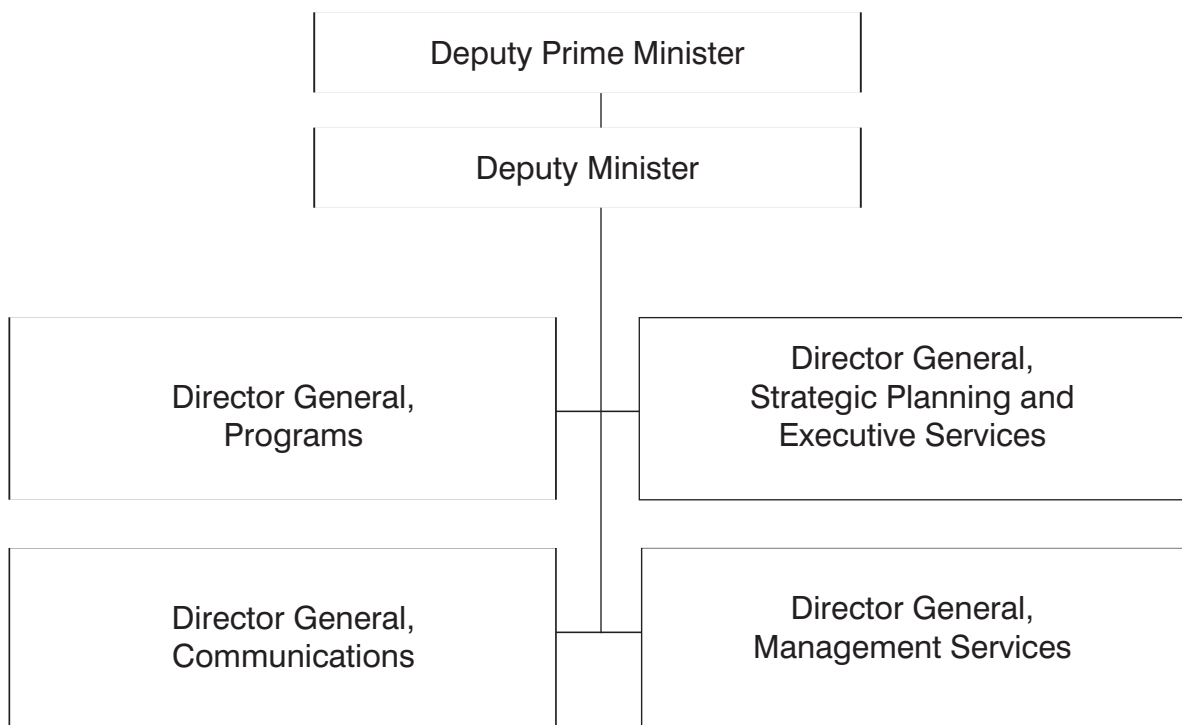
The Bureau's business line, Millennium Initiatives, assists in building partnerships among governments, communities and citizens to mark the millennium.



## Organization Chart

The Bureau is located in the National Capital Region, where its offices are responsible and accountable for the management and delivery of the CMPP. As is the case in most government departments, the Bureau has its own Minister, Deputy Minister, and supporting administrative structures.

### Millennium Bureau of Canada



## Contacts for Further Information

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