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Canada

# Canadian Heritage

## 2008-2009

## Departmental Performance Report

ORIGINAL SIGNED BY:

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages

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# Minister's Message

The Government of Canada is committed to building a country in which all citizens have the chance to participate in our cultural and economic life. Our Government recognizes the importance of arts and culture in reaching this goal. The Department of Canadian Heritage is working to provide all Canadians with opportunities to celebrate and share our rich historical, cultural, artistic, and social heritage.

In the past year, Canadian Heritage proudly supported the commemoration and celebration of such noteworthy occasions as the 400th anniversary of the founding of Québec City, the 250th anniversary of parliamentary democracy in Nova Scotia, and the 150th anniversary of the founding of the Crown Colony of British Columbia. We were also proud to support our athletes at the Beijing Olympic and Paralympic Games as they delivered the third-best ever performance for Canadian Summer Olympians and brought home 50 Paralympic medals and 18 Olympic medals.

Our Government also took new directions with the launch of cultural initiatives. For example, we reaffirmed the importance of access to Canadian programming on all media platforms with the announcement of the Canada Media Fund. This new fund will ensure Canadian viewers will have access to what they want, when they want it, and will also respond to the evolving technological environment by harnessing new technologies. The Canada Periodical Fund announced in February 2009 will also provide support to maximize value for money and to ensure that global and technological opportunities are seized. Both programs will be launched in the 2010–2011 fiscal year.

In June 2008, the Government of Canada also announced the *Roadmap for Canada's Linguistic Duality 2008–2013: Acting for the Future*—an initiative of $1.1 billion over 5 years dedicated to ensuring the vitality of official language-minority communities and assisting all Canadians to fully benefit from our country's two official languages. I am pleased to be coordinating this major undertaking, which involves 14 federal partners. In 2008–2009, over $180 million were invested toward Roadmap initiatives in areas such as education, economic development, justice, health and immigration.

As Minister of Canadian Heritage and Official Languages, I am pleased to present the 2008–2009 *Departmental Performance Report* of the Department of Canadian Heritage. This report provides a detailed account of the Department's accomplishments and demonstrates the ways in which it supports our Government's priorities.

(Original signed by)
The Honourable James Moore, P.C., M.P.

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# SECTION I – Departmental Overview

## 1.1 Summary Information

### 1.1.1 Raison d'être

The Department of Canadian Heritage and Canada's major national cultural institutions play vital roles in the cultural, civic and economic lives of Canadians. We work together to promote culture, the arts, heritage, official languages, citizenship and participation, Aboriginal, youth, and sport initiatives.

### 1.1.2 Responsibilities

The Department's legislative mandate is set out in the *Department of Canadian Heritage Act.* The Department is responsible for formulating policies and delivering programs that help all Canadians participate in their shared cultural and civic lives. The Department is specifically responsible for formulating and implementing cultural policies related to copyright, foreign investment and broadcasting, as well as policies related to arts, heritage, official languages, sport, state ceremonial and protocol, and Canadian symbols. The Department's main activities involve funding community and other third-party organizations to promote the benefits of culture, identity, and sport for Canadians.

The Department oversees the administration of a large set of governing legislation, notably: the *Broadcasting Act*, the *Copyright Act* (formulation of cultural policy), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (in respect of sport).

The Minister of Canadian Heritage and Official Languages is accountable and answerable to Parliament for the Department and the 19 organizations that make up the Canadian Heritage Portfolio. A Minister of State (Status of Women) and a Minister of State (Sport) were assigned to assist the Minister of Canadian Heritage and Official Languages in carrying out his ministerial responsibilities. In October 2008, an Order-in-Council transferred the powers, duties and functions of the Minister of Canadian Heritage in relation to multiculturalism to the Minister of Citizenship and Immigration.

### 1.1.3 Strategic Outcomes

During the 2008-2009 fiscal year, the Department's work was structured around the following two Strategic Outcomes:

- **Canadians express and share their diverse cultural experiences with each other and the world**. The Department helps to ensure that Canadians can express their creativity, showcase their talents, and share their diverse experiences via the arts, heritage institutions, cultural industries, and sport activities, both professional and amateur. To achieve this outcome, the Department enacts policies and programs that seek to create an environment where Canada's diverse voices and distinctive accent on liberal democratic values can be strengthened and shared, both at home and abroad.

- **Canada is an inclusive society built on intercultural understanding and citizen participation.** The Department seeks to respond to both certain challenges to cohesion and to the many creative opportunities that come with an increasingly diverse social fabric. To achieve this outcome, the Department provides programming in support of socio-economic inclusion for disadvantaged groups such as off-reserve Aboriginal people and official language minority communities, but also exchange and dialogue on shared citizenship values between Canadians of all origins and backgrounds.

## 1.1.4 Program Activity Architecture (PAA)

The Program Activity Architecture (PAA) is a structured inventory of the Department of Canadian Heritage's programs. These programs are arranged in a hierarchical manner to depict the logical relationship between each Program Activity, its Sub- and Sub-Sub-Program Activity level and the Department's Strategic Outcomes to which they contribute. In short, the PAA serves to create an overview of how the Department's policies, programs and activities are linked and how their expected results are organized to contribute to achieving the Department's mandate and Strategic Outcomes. The PAA provides a skeleton structure to which financial and non-financial performance information are linked.

The Program Activity Architecture is a major component of the larger Management, Resources and Results Structure (MRRS). A complete MRRS includes Strategic Outcomes, the PAA, the financial and non-financial information for each element of the PAA, and the Departmental governance structure (Program Activity 8, entitled Internal Services, is also part of the PAA, but is not shown in the following one-page graph).

The Performance Measurement Framework (PMF) is an administrative document linked to the PAA with the purpose to design a consistent approach for systematically collecting, analyzing, utilizing and reporting on the performance of a department's or agency's programs and activities. The PMF contains, for all levels of the PAA, expected results, performance indicators, target dates to achieve expected results, sources of data, collection methods, frequency of collection and titles of positions accountable for the results. The PMF is a tool that enhances the management and reporting of the programs and activities of an organization by measuring the organization's level of achievement of results.

The Department of Canadian Heritage notes that the 2008-2009 PAA and PMF are early iterations of a maturing document, and, as such, the performance story does not yet show the full benefits of the recently-approved PAA and supporting PMF for 2009-2010. Therefore, this *2008-2009 Departmental Performance Report* reflects the limitations of the available data. The Department has already improved its results-based management processes going forward and has dedicated significant time and effort to improve its Performance Measurement Framework, as reflected in the PAAs and PMFs for subsequent years as well as the *2009-2010 Report on Plans and Priorities.*

**Machinery of Government Changes and PAA**

*Aboriginal Partners (Program Activity 6.1)*
In April 2007, a letter was signed by the Prime Minister to approve the transfer of the authority and resources for core funding for the Aboriginal Representative Organizations, which were part of the Aboriginal Peoples' Program (Program Activity 6.1.1), from the Department of Canadian Heritage to the Department of Indian and Northern Affairs and the Office of the Federal Interlocutor for Métis and Non-Status Indians. This transfer benefits both the Government of Canada and the national Aboriginal representative organizations by providing a more streamlined and focused core funding relationship for the political activities of these organizations. The PAA for 2009-2010 reflects this change (Program Sub-Activity 5.5 – Aboriginal Peoples' Program).

*Multiculturalism (Program Activity 7.1)*
In October 2008, responsibility for the Multiculturalism Program, the Historical Recognition Programs and Canada's Action Plan Against Racism was transferred to Citizenship and Immigration Canada (CIC). The Minister of CIC therefore became the Minister of Citizenship, Immigration and Multiculturalism. With the addition of responsibility for the *Canadian Multiculturalism Act*, CIC's mandate now includes long-term and short-term integration issues for both new and established Canadians. Changes in the Department of Canadian Heritage's Program Activity Architecture (PAA) to reflect the machinery of Government change were approved by the Treasury Board of Canada in May 2009.

# PCH Program Activity Architecture

| STRATEGIC OUTCOMES | PROGRAM ACTIVITIES | PROGRAM SUB-ACTIVITIES | | | |
|---|---|---|---|---|---|
| **SO-1** CANADIANS EXPRESS AND SHARE THEIR DIVERSE CULTURAL EXPERIENCES WITH EACH OTHER AND THE WORLD | 1-CREATION OF CANADIAN CONTENT AND PERFORMANCE EXCELLENCE | 1.1- Arts & Cultural Industries | 1.2- Sport | | |
| | 2- SUSTAINABILITY OF CULTURAL EXPRESSION AND PARTICIPATION | 2.1- Arts & Cultural Industries | 2.2- Heritage | 2.3- 2010 Winter Games | 2.4- International |
| | 3- PRESERVATION OF CANADA'S HERITAGE | 3.1- Heritage | 3.2- Aboriginal Living Cultures | | |
| | 4- ACCESS TO CANADA'S CULTURE | 4.1- Arts & Cultural Industries | 4.2- Heritage | | |
| **SO-2** CANADA IS AN INCLUSIVE SOCIETY BUILT ON INTER-CULTURAL UNDERSTANDING AND CITIZEN PARTICIPATION | 5- PROMOTION OF INTER-CULTURAL UNDERSTANDING | 5.1- Official Languages | 5.2- Multiculturalism | | |
| | 6- COMMUNITY DEVELOPMENT AND CAPACITY-BUILDING | 6.1- Aboriginal Partners | 6.2- Official Languages | | |
| | 7- PARTICIPATION IN COMMUNITY AND CIVIC LIFE | 7.1- Multiculturalism | 7.2- Aboriginal Communities | 7.3- Citizen Participation | 7.4- Sport |
| | | 7.5- Youth | 7.6- Celebration | 7.7- International | 7.8- 2010 Winter Games |

# 1.2 Summary of Performance

2008-2009 Financial Resources ($ millions)

| Planned Spending | Total Authorities | Actual Spending |
|---|---|---|
| 1,426.8 | 1,464.3 | 1,393.9 |

2008-2009 Human Resources (FTEs)

| Planned | Actual | Difference* |
|---|---|---|
| 2 354 | 2 384 | - 30 |

*Note: The difference between Planned and Actual FTE amounts for 2008-2009 is mainly explained by the fact that the Planned amount did not include the Collective Agreement funding received in 2008-2009. Therefore, the average salary used to determine the Planned FTE amount did not take into account the Collective Agreement funding.*

# 1.2.1 Performance Summary

| Strategic Outcome 1: Canadians express and share their diverse cultural experiences with each other and the world | | | | | | |
|---|---|---|---|---|---|---|
| **Performance indicators (See Note)** | **Targets (See Note)** | | **2008-2009 Performance Mostly met** | | | |
| **($ millions)** | | | | | | |
| **Program Activity** | **2007-2008 Actual Spending** | **2008-2009 Main Estimates** | **2008-2009 Planned Spending** | **2008-2009 Total Authorities** | **2008-2009 Actual Spending** | **Alignment to GoC Outcomes** |
| **1. Creation of Canadian content and performance excellence** | 342.8 | 339.6 | 351.3 | 362.5 | 352.1 | A vibrant Canadian culture and heritage |
| **2. Sustainability of cultural expression and participation** | 245.5 | 173.1 | 188.1 | 195.9 | 168.2 | |
| **3. Preservation of Canada's heritage** | 43.8 | 39.8 | 39.8 | 44.4 | 46.3 | |
| **4. Access to Canada's culture** | 167.3 | 207.2 | 210.6 | 204.7 | 181.7 | |
| **Total** | 799.4 | 759.7 | 789.8 | 807.5 | 748.3 | |
| Strategic Outcome 2: Canada is an inclusive society built on inter-cultural understanding and citizen participation | | | | | | |
| **Performance indicators (See Note)** | **Targets (See Note)** | | **2008-2009 Performance Mostly met** | | | |
| **($ millions)** | | | | | | |
| **Program Activity** | **2007-2008 Actual Spending** | **2008-2009 Main Estimates** | **2008-2009 Planned Spending** | **2008-2009 Total Authorities** | **2008-2009 Actual Spending** | **Alignment to GoC Outcomes** |
| **5. Promotion of inter-cultural understanding** | 136.7 | 121.5 | 121.5 | 122.6 | 134.9 | Diverse society that promotes linguistic duality and social inclusion |
| **6. Community Development and capacity-building** | 247.9 | 252.9 | 252.9 | 253.9 | 247.2 | |
| **7. Participation in community and civic life** | 207.5 | 257.2 | 262.6 | 280.3 | 263.5 | |
| **Total** | 592.1 | 631.6 | 637.0 | 656.8 | 645.6 | |

*Note: Canadian Heritage has dedicated significant time and effort to ensure compliance with the Treasury Board Management, Resources and Results Structure (MRRS) Policy. Each year the Department has systematically made progress on its Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) and improved the quantity and quality of performance measurement information. In 2007, the Department completely revised its PAA and developed a comprehensive 2009-2010 PAA, PMF and accompanying governance structure. This will markedly increase the Department's ability to demonstrate results in future reporting years.*

# 1.2.2 Contribution of Priorities to Strategic Outcomes

| Operational Priorities (as in *2008-2009 Report on Plans and Priorities*) | Type | Status* | Links to Strategic Outcomes |
|---|---|---|---|
| **Priority 1: Adapting Cultural Policy to Changing Technology and a Global Marketplace**<br>The October 2007 Speech from the Throne noted the Government of Canada's commitment to improve the protection of cultural and intellectual property rights, including copyright reform, thus ensuring that cultural policy is adapting to changing technology and a global marketplace. Responsive cultural policy helps secure a space for Canadian voices nationally and internationally, and furthers the Government's desire to create a national environment that encourages "the capacity of Canadians to (…) build an even stronger Canada, striving for excellence (…) with growing confidence that they can make a difference at home and in the world" (Speech from the Throne 2006). | Previously Committed | Mostly met | Strategic Outcome 1 |
| **Priority 2: Promoting Canada Through Community Engagement and Major Events**<br>2008 is an important year for the promotion of Canada as the country will celebrate several major events such as the 400th anniversary of the founding of Québec City, the 250th anniversary of the establishment of Nova Scotia's representative assembly, and the 150th anniversary of the founding of the Crown Colony of British Columbia. The promotion of Canada also plays out in communities across the country, notably through recently funded local festivals and the expression and celebration of local arts and heritage. | New | Met | Strategic Outcome 2 |
| **Priority 3: Delivering New Support for Official Languages**<br>The 2006 Speech from the Throne recognized that "linguistic duality is a tremendous asset for the country," while Budget 2007 announced significant funding dedicated to supporting official language minority communities and promoting linguistic duality, as well as for events surrounding the 400th anniversary of Québec City. | New | Mostly met | Strategic Outcome 2 |
| **Priority 4: Investing in Canadian Sport**<br>Canada's achievements as a sporting nation, with the excellence of its athletes recognized in national and international competitions, contribute to the strength of the Canadian identity as well as to the economic, social, and cultural fabric of the nation. Recognizing this, the Government has provided significant funding for the 2010 Olympic and Paralympic Winter Games while also supporting community sport participation, athletic development and excellence in winter sports. | Previously committed | Met | Strategic Outcomes 1 and 2 |

| Management Priorities (as in *2008-2009 Report on Plans and Priorities*) | Type | Status* | Links to Strategic Outcomes |
|---|---|---|---|
| **Priority 5: Strengthening Management Practices** The Department is reviewing and continually adjusting its corporate management infrastructure and its governance structure to respond to new requirements regarding results-based management, comptrollership, risk management, internal audit and evaluation, service delivery, and public service modernization. Extensive redesign of the Department's Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) is also currently under way, to further enhance governance and accountability through informed and transparent policy development, decision-making and risk management. | Ongoing | Mostly met | Strategic Outcomes 1 and 2 |

*\* Note: The status of a priority is determined by the status of the Key Initiatives related to the priority. Please see Appendix A for more information.*

### Results of Priority 1: Adapting Cultural Policy to Changing Technology and a Global Marketplace

In 2008-2009, the Government progressed in adapting its cultural programs and policies to the current environment where changing technologies are fundamentally transforming the national and international cultural landscapes. Policy and program developments focused on innovation by harnessing technological change, encouraging partnerships to deliver more efficient services and diversify funding, building international competitiveness, and putting Canadians first, all of which will leverage success in a global knowledge economy.

In February 2009, the Department announced the creation of the Canada Periodical Fund, which will be launched in 2010-2011. The Canada Periodical Fund will reform the delivery of the Department's support to the periodical industry by replacing two programs with a single streamlined program, supporting diversity by reallocating resources to smaller publications, rewarding publishers for their success in building readership, and broadening support to include online magazines for the first time.

In March 2009, the Government announced the creation of the Canada Media Fund, a public-private partnership, which reallocated $14.3M from the Canada New Media Fund and $120.4M from the Canadian Television Fund. The role of the Canada Media Fund will be to support both traditional television content and interactive digital content, ensuring long-term viability and relevance of the broadcasting industry by linking audiences across platform choices. Canadian viewers will have better access to Canadian programming on all media platforms following the creation of the Canada Media Fund. The reformed and integrated Fund will be fully implemented and in place by April 1, 2010.

Copyright policy work focused on the overall need to define a copyright legislative framework that enhances the viability of Canadian creation and production and the accessibility of content in light of rapidly changing technology. This requires an understanding of both the complex international context and of the quickly transforming digital world. It also involves seeking input from Canadian citizens and stakeholders so that the copyright policy framework is responsive to the challenges of the globalized digital age. *Bill C-61*, *an Act to amend the Copyright Act*, was

introduced in Parliament in June 2008 but died on the order paper when Parliament was prorogued on September 7, 2008. In the October 2008 Speech from the Throne, the Government restated its commitment to proceed with legislation to modernize Canada's copyright laws and ensure stronger protection for intellectual property.

The Arts Presentation Canada (APC) program provided supplementary funding to professional arts festivals that made significant and demonstrable commitments to community engagement activities. In 2008-2009, APC awarded a total of $7M in supplemental funding to 231 festivals in 98 locations in order to, for example, extend programming to new communities, reach out to new audiences through schools or community centres or enable professional artists to offer master classes in a variety of art forms.

In addition to these Key Initiatives, the Department was also engaged in ensuring that foreign cultural investments produced positive results for Canada and Canadians. The *Investment Canada Act* is co-administered; the Minister of Canadian Heritage is responsible for applying the *Act* to foreign investments in the cultural sector, while the Minister of Industry is responsible for its application in all other sectors of the economy. In July 2007, the Government established the Competition Policy Review Panel to examine Canadian competition and investment laws and policies. The Panel released its final report in June 2008, that contained a wide range of recommendations to enhance Canada's competitiveness and productivity. The Panel affirmed the importance of Canadian culture and determined that responsibility for the review of foreign cultural investment should continue to reside with Canadian Heritage. As a follow-up to the Panel report, in March 2009, the *Investment Canada Act* was amended. In keeping with the Panel recommendations, the amended *Act* preserves a distinct approach for assessing foreign investment in Canada's cultural sector while introducing improvements to make its administration more streamlined, transparent and timely.

**Results of Priority 2: Promoting Canada through Community Engagement and Major Events**
The Department of Canadian Heritage has a mandate to encourage attachment to Canada and supports activities and events that encourage citizens to take pride in Canada and its heritage. Among the most prominent events of 2008 were successful celebrations of the 400th anniversary of the founding of Québec City, the 250th anniversary of parliamentary democracy in Canada (Democracy 250) and the 150th anniversary of the founding of the Crown Colony of British Columbia.

Activities marking the 400th anniversary of the founding of Québec City represented an important opportunity to increase awareness of this country's rich history among Canadians. The *Société du 400ᵉ anniversaire de Québec*, the organization charged with overall responsibility for the celebrations, received $40M from the Department for the anniversary celebrations, in addition to the funding received from the Province of Québec and the City of Québec. An external audit conducted during 2008-2009 confirmed that the *Société*'s governance structure was effective and that funds received were used appropriately. The Department also supported 135 celebration projects across Canada with investments totalling approximately $4.2M. In addition, Departmental funds enabled 540 youth to participate in the Exchanges Canada Program.

A March 2009 survey indicated that 60 percent of Canadians were aware that 2008 was the year commemorating the 400th anniversary of Québec City's foundation, compared to 37 percent in June 2007. Moreover, 84 percent of survey respondents agreed that celebrating the 400th anniversary of Québec City gave them a chance to learn more about Canada's history.

As part of its mandate for the promotion of Canada, the Department of Canadian Heritage is also responsible for Canada's participation in international expositions. In 2008-2009, the Department, in a collaborative arrangement with the Cirque du Soleil, developed the creative concept for the Canada Pavilion at Expo 2010 in Shanghai, China. Important steps were taken to design and create the Pavilion's public presentation, organize Canada's cultural program, and develop strategic corporate alliances for the Expo. In 2008, a construction contract for the Canada Pavilion was awarded to SNC Lavalin Inc.

The Department's commitments for 2008-2009 included two key initiatives managed through the Multiculturalism Program:

- At the time of its transfer, the first call for project proposals under the Community Historical Recognition Program had been completed and $2.57M in funding to 10 community-based projects related to the recognition of wartime measures and immigration restrictions had been approved for payment beginning in 2009-2010. In the same period, a Memorandum of Understanding was signed with Parks Canada under the National Historical Recognition Program to finance initiatives that recognize and commemorate First World War internments. Management of this file now rests with Citizenship and Immigration Canada.

- The second key initiative was to move forward on Canada's involvement in the Global Centre for Pluralism. The Centre, which received a $30M endowment through the Department of Canadian Heritage, focused on activating its governance structure, developing leadership capacity, opening a temporary office, beginning redevelopment work on the Centre's future home at 330 Sussex Drive and developing the Centre's program capacity. Management of this file now rests with Citizenship and Immigration Canada.

**Results of Priority 3: Delivering New Support for Official Languages**

The Department achieved its results through activities related to a five-year plan for linguistic duality and official languages, the celebration of the 400th anniversary of the founding of Québec City, youth activities and the development of a new program to support linguistic rights.

Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future
On June 19, 2008, the Government of Canada initiated the *Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future* (Roadmap). This five-year plan for linguistic duality and official languages is the product of analyses, consultations with the 14 departments and agencies involved, and extensive discussions with main stakeholders, provincial and territorial governments and the public.

The Roadmap is an unprecedented, Government-wide investment of $1.1B divided among 14 federal partners. Its goal is to strengthen the vitality of official language minority communities and help Canadians access the benefits of the country's two official languages. It includes a new arts and culture component, new programs for economic development and justice, and additional investments in health and immigration. The Government of Canada allotted more than $180M to implement Roadmap initiatives during 2008-2009. To help coordinate these initiatives, the Department of Canadian Heritage developed a Horizontal Results-Based Management and Accountability Framework (HRMAF). The HRMAF defines activities, results and governance structure, along with the roles and responsibilities of federal departments and agencies and various interdepartmental committees.

The Canadian Radio-television and Telecommunications Commission (CRTC) held public hearings in January 2009 to review the accessibility and quality of broadcasting services provided to Anglophone and Francophone minority communities under section 15 of the *Broadcasting Act*. On March 30, 2009, the CRTC published a report on the hearings, meeting its commitment under the Roadmap. The Government will take note of the report's findings and recommendations and will take them into account as part of its commitment to the promotion of both official languages and access for Canadians to quality French and English broadcasting services across Canada.

400th Anniversary of the Founding of Québec City
The Department supported programs such as *Francoforce*, which involved a tour of emerging French-Canadian artists, and an additional 47 projects (totalling $2.4M) involving Canada's official language communities (see also results of Priority 2).

Youth activities
The Department of Canadian Heritage continued to implement youth development activities. The Department's support focused on developing and strengthening Francophone identity through leadership training courses for young Francophones in Canada along with student councils and youth parliaments, teaching aids, community radio, youth participation in the August 2008 *Jeux de la francophonie canadienne*, and youth exchange programs. During 2008-2009, the Department's Official Languages Support Programs invested more than $2.7M.

In support of the Department's objective of creating environments where youth in minority situations can learn and develop in their native language, six capital projects were funded during 2008-2009. A total of $9.8M was granted to community-school centres across the country.

Language Rights Support Program
The Department of Canadian Heritage continues to develop the new Language Rights Support Program, announced in June 2008. The Program, to be administered by a third party, will be operational by the end of 2009-2010.

**Results of Priority 4: Investing in Canadian Sport**

The Department of Canadian Heritage has made a significant investment in sport, helping to strengthen Canadian identity.

On April 29, 2008, the Government of Canada announced its new Federal Policy for Hosting International Sport Events with an additional $14.7M investment, providing the foundation for a proactive and strategic approach for the bidding and the hosting of international sport events in Canada. Examples of events financially supported by Canada in 2008-2009 include the 2008 North American Indigenous Games in Cowichan, British Columbia, and the 2008 Winterstart Men's and Women's World Cup of skiing in Lake Louise.

In Budget 2008, the Government committed an additional $24M over two years and then $24M annually to provide funding for targeted summer Olympic and Paralympic Sports with medal potential for 2012 and 2016. In 2008-2009 the first $8M of this investment was provided to support the preparation of Canadian athletes for the Beijing and the London Olympic and Paralympic Games. In addition, the early completion of Olympic venues has provided Canadian Olympic and Paralympic athletes with the added advantage of being able to train in the very venues where they will be competing during the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler. Such venues include the University of British Columbia Thunderbird Arena for ice hockey and ice sledge hockey, as well as the Richmond Olympic Oval for speed skating.

Beyond the 2010 Winter Games in Vancouver, the Department of Canadian Heritage has established a summer Olympic performance objective of a top-10 ranking in 2020, and a Paralympic objective of a top-5 Paralympic gold-medal ranking in 2020. In 2008-2009, the Department invested over $163M through its three sport funding programs: the Athlete Assistance Program, the Sport Support Program, and the Hosting Program, representing the core of Canada's investment in sport.

Canada has hosted the World Anti-Doping Agency (WADA) headquarters in Montréal since 2002. The Department coordinated efforts to renew the agreement for an additional 10 years, until 2021. The presence of WADA's headquarters in Montréal has helped strengthen Canada's position as one of the leading countries in the international fight against doping in sport and has strengthened domestic anti-doping efforts.

**Results of Priority 5: Strengthening Management Practices**

Responding to Blue Ribbon Panel Recommendations on Grants and Contributions
As a major transfer payment department (80 percent of its budget is directed to grants and contributions funding), the Department of Canadian Heritage continues to play an important role in grants and contributions reform. The Department is an active contributor on governance committees at the Deputy Minister, Assistant Deputy Minister and Director General levels. In 2008-2009, Canadian Heritage staff from headquarters and regions and their clients participated in a series of recipient engagement events across the country, which were organized by the Treasury Board of Canada Secretariat to receive feedback on reform.

The Department continued the implementation of its initial Blue Ribbon Panel Action Plan (2007-2009) and formulated a follow-up Grants and Contributions Reform Action Plan for 2009-2011 in support of the May 2008 *Government of Canada Action Plan to Reform the Administration of Grant and Contribution Programs*. The Executive Committee continues to track progress and cost of Canadian Heritage plans.

One priority for 2008-2009 (and 2009-2010) was implementation of the revised Treasury Board *Policy* and *Directive on Transfer Payments*. Many of the projects undertaken relate to the risk-based approach embodied in the *Policy* and *Directive*, and involve considerable adjustments to Departmental processes, procedures, tools, training and even systems. Canadian Heritage is on track to implement requirements by April 1, 2010. One particularly pivotal project is the Project Risk Assessment and Monitoring (PRAM) tool, which indicates overall project risk (high, moderate, or low) and specifies the appropriate monitoring and reporting for mitigation where risk is higher, and identifies opportunities for reduction of the monitoring and reporting burden where risks are lower. A Business Process Mapping initiative, beginning in 2009-2010, will ensure smooth interaction of all the new elements that are being put in place to comply with the new direction from Treasury Board and take advantage of opportunities for streamlining and standardizing.

As indicated in the Sixteenth Annual Report to the Prime Minister on the Public Service of Canada from the Clerk of the Privy Council, the Department of Canadian Heritage contributed to a reduction in client administrative and reporting burden related to grants and contributions. This was accomplished through increasing the use of grants by 10 percent and increasing multi-year contributions by 10 percent for selected programs, and even for the Department as a whole, one year ahead of the commitment for March 2009.

Public Service Renewal
Along with active partnerships with targeted universities, the Department was able to recruit more than 65 post-secondary students while meeting the 20 percent target of visible minority representation. Student programs and bridging opportunities were successful in increasing the number of recruits obtaining managerial positions and of participants in the Management Trainee Program, raising the total number of participants to six.

As part of its commitment to employee development, the Department put in place new performance review processes and a training monitoring system for financial and human resources delegation authorities. An orientation program entitled *Working @ PCH* for new employees was

reviewed and a new on-boarding approach for new employees was introduced to strengthen their engagement and retention within the department.

For the important role played by managers in the retention of employees, the Department committed itself to *Leadership Development* as an additional action item. A new two-day program entitled *Managing @ PCH* was introduced for all managers, along with a series of initiatives to strengthen managers' leadership skills. These include: a Departmental mentoring initiative; a coaching and feedback skills pilot training session; written learning, career and performance plans for all staff who supervise employees; cascading performance commitments; coaching circles; and Communities of Practice for managers and directors.

Generic work descriptions for the AS (Administrative Services) and CR (Clerical and Regulatory) groups are now complete and will be implemented incrementally. Generic work descriptions for the PM (Program Management) group are being finalized and will also be implemented incrementally. The Department developed generic work descriptions for the ES (Economics, Sociology and Statistics) group in preparation for the EC (Economic and Social Services) group conversion. Interdepartmental CS (Computer Systems) and PE (Personnel Administration) generic work descriptions are also being implemented.

Results-Based Management
As part of its Integrated Planning Strategy, the Department of Canadian Heritage invested significant resources in 2008-2009 to develop the frameworks and processes required to create a corporate environment sustaining a results-based management regime:

*Performance Measurement* – The full implementation of the MRRS (Management, Resources and Results Structure) policy led the Department to renew its Program Activity Architecture (PAA) and Performance Management Framework (PMF), which came into effect on April 1, 2009. These frameworks represent the foundation of the Department's results-based management approach.

*Integrated Business Planning* – In response to the Clerk's requirement to integrate business and human resources planning, the Department also renewed its planning process to enhance corporate governance and accountability, risk assessment and priority-setting, as well as resource and performance management. In 2008-2009, the implementation of its integrated business planning process informed both the development of the Department's *Report on Plans and Priorities* and *Integrated Business and Human Resources Plan*, as well as a number of functional plans (e.g., Information Management and Technology, procurement, international travel, etc.).

To build awareness and support the rollout of these new Departmental tools, learning products (such as the Canadian Heritage planning fold-out) and events were developed to initiate – among managers and staff – the organizational culture change required to sustain results-based management at Canadian Heritage.

Risk Assessment and Management in Operations
The Department reviewed the Risk-based Audit Frameworks (RBAFs) and Treasury Board Submissions, taking into consideration the advice and recommendations brought forward by

program managers. The Department's risk management practices met the target of "Acceptable" in the Management Accountability Framework assessment and strengthened risk awareness and analysis in operations across the organization. The Department developed a process for comprehensive risk-ranking that led to an improved overall Corporate Risk Profile. The Department also established a Departmental recipient compliance audit function in support of Government and Departmental accountability and risk management initiatives.

Internal Audit
The Department established its Departmental Audit Committee (DAC) in 2008-2009 and implemented the new Treasury Board Policy on Internal Audit. The Department Internal Audit Charter, Internal Audit Policy and the DAC Terms of Reference were all finalized and approved by DAC and the Deputy Minister.

Shared Services and Information Management/Information Technology (IM/IT)
The Department of Canadian Heritage completed the annual revision of its Information Technology (IT) Plan (2008-2009), which this year integrated Information Management (IM) priorities. As part of integrated business planning and leveraging existing governance structures, the Department established an IM/IT project approval process offering greater transparency, clearly identifying decision-making authorities and facilitating the prioritization of IM/IT projects. The Department advanced on implementation of its multi-year IM Strategy with deployment of the Records, Document and Information Management System (RDIMS-*InfoCentre*) complete in 20 to 25 percent of the Department. The Department continued with the implementation of the Treasury Board Secretariat IT Generics organizational model as part of a two-year plan.

# 1.3 Risk Analysis

The Department of Canadian Heritage delivers its mandate in an environment characterized by the rapid evolution of social, economic and technological landscapes. Achievement of results in 2008-2009 was influenced by these inherent factors, as well as additional foreseen and unforeseen risks that materialized.

The rapid social, economic and technological change presented the possibility that certain policies or programs would not align with a changing operating environment. This challenge was seized as a risk opportunity in several of the priorities in the *2008-2009 Report on Plans and Priorities.*

The Department of Canadian Heritage also identified potential risks in the *2008-2009 Report on Plans and Priorities* in relation to: sound management and stewardship (to support proper management and disbursement of funds); demonstrating program results (to underscore the value to stakeholders of Departmental activities); and effective and values-based human resource management (to support all results achievement).

These identified risks were effectively mitigated and no material risk events occurred. Actions taken to achieve this included a specific focus to develop new risk assessment and management practices in grant and contribution management, strengthened internal audit and recipient compliance auditing, and important efforts associated with renewal of staff and human resource management. Other Key Initiatives in Program Activity 8 (Internal Services) also contributed to

risk mitigation and provided a stable foundation for achievement of Strategic Outcomes and Program Activity results.

An example of how the Department was able to benefit from risk opportunity is illustrated with Priority 1, which was to adapt cultural policy to changing technology and a global marketplace. This priority was met, in part, with the announcement of the Canada Media Fund (CMF) in March 2009 – an innovative response to the profound change in the way Canadians expect to be able to consume media content. The Department took two existing programs, the Canadian Television Fund and the Canada New Media Fund, and realigned and rebranded them in a public policy initiative that promises to keep pace with the needs of Canadians and meet the goal of furthering Canadian media production on a variety of distribution platforms in a global environment. The reformed and integrated CMF will be fully implemented and in place by April 1, 2010.

## Context and Operating Environment

Financial and Economic Situation
Canadian Heritage programs and policies continued to evolve through rapidly changing demographics, transformative digital technologies and an unexpected world financial and economic crisis that began in the fall of 2008.

Canada's artistic and cultural industries are not immune to the prevailing economic climate. Industries that depend heavily on advertising revenues, such as over-the-air broadcasters, magazines and newspapers, are affected by the economic decline. Not-for-profit arts organizations are being affected by businesses having fewer resources to provide sponsorships, and by downturns in both charitable donations and revenues from investments and endowment funds. A growing number of arts and heritage organizations are experiencing economic difficulty in the form of weakened or potentially weakening ticket subscription sales. The same may apply to heritage institutions and museums. The recession in the United States, Canada's largest trading partner, may lead to a decrease in Canadian cultural exports, and less disposable income at home and abroad could affect sales of cultural products. In light of global economic challenges, the federal government's recovery plans are taking into account the needs of the arts and culture sector for stability and additional support.

For sporting organizations, obtaining or maintaining Government funding and sponsorships may be more difficult than in the past. This can be seen with the 2010 Vancouver Organizing Committee for the Olympic and Paralympic Winter Games (VANOC). VANOC had to cut back on expenses and revise its revenue projections several times throughout the past year. There will also be a decrease in funding after the 2010 Games as the focused effort of the past years comes to an end. In the current economic environment, it can be expected that many national sport organizations will increasingly experience challenges in accessing support from the private sector.

Diverse Society
Canadians, whether newcomers or born in Canada, contribute to the diverse linguistic, cultural and religious fabric of our society. Although pluralism can challenge Canadian society with the risk of polarization and fragmentation between and among communities, it holds tremendous potential for boosting Canada's economic competitiveness, cultural wealth, and international image.

The average age of Canadians continues to rise and our population is becoming more and more diverse and urbanized. In 2006, approximately 80 percent of Canadians lived in urban areas.[1] A record high of 13.7 percent of Canadians were aged 65 or over, and a record low of 17.7 percent were under 15 years of age.[2]

Immigration is regarded as an important component for maintaining healthy population growth and meeting anticipated labour shortages. Newcomers accounted for about two-thirds of the population growth between 2001 and 2006.[3] At these rates, newcomers could account for virtually all net labour force growth by 2011.[4]

Canada's Aboriginal population is growing faster than the general population, increasing by 20.1 percent from 2001 to 2006, and comprising 3.8 percent of the Canadian population. The urban Aboriginal population is growing at an advanced pace – currently 54 percent of Aboriginal Canadians live in urban areas.[5]

Canada is also becoming much more multilingual, with over 200 languages spoken and 20 percent of Canadians identifying their mother tongue as being other than English or French. It remains that more than 98 percent of Canadians can speak English or French, or both.[6] Today's pluralistic Canada presents new citizenship and identity challenges; while many members of Canada's diverse communities fully participate in all aspects of Canadian life, others encounter barriers to their full social, economic and cultural participation. Indeed, Canadians today are asking whether living side-by-side is enough and if there should not be greater emphasis on living together and affirming what we share in common as Canadians.

Spending on Culture and Technology
Over the last 10 years, Canadian household spending on culture has grown to an estimated $18.9B.[7] Average household spending on culture has increased 20 percent from $1,243 to $1,495

[1] Human Resources and Social Development Canada. *Indicators of Well-being in Canada (Geographic Distribution)*. http://www4.hrsdc.gc.ca/indicator.jsp?lang=en&indicatorid=34#MOREON_2
[2] Statistics Canada. *Portrait of the Canadian Population in 2006, by Age and Sex: National portrait*. http://www12.statcan.ca/english/census06/analysis/agesex/NatlPortrait2.cfm
[3] Statistics Canada. *Immigration in Canada: A Portrait of the Foreign-born Population, 2006 Census: Immigration: Driver of population growth*. http://www12.statcan.ca/english/census06/analysis/immcit/foreign_born.cfm
[4] Statistics Canada. *The Daily - Study: Canada's immigrant labour market,* September 10, 2007. http://www.statcan.ca/Daily/English/070910/d070910a.htm
[5] Human Resources and Social Development Canada. *Indicators of Well-being in Canada (Aboriginal Population)*. http://www4.hrsdc.gc.ca/indicator.jsp?lang=en&indicatorid=36
[6] Statistics Canada. *The Evolving Linguistic Portrait, 2006 Census:Highlights*. http://www12.statcan.ca/english/census06/analysis/language/highlights.cfm
[7] These figures are stated in constant 2002 dollars. The Conference Board of Canada. *Valuing Culture: Measuring and Understanding Canada's Creative Economy,* 2008, p. 26. http://www.conferenceboard.ca/documents.aspx?did=2671

over this same period. Department of Canadian Heritage programs, supporting live performing arts and festivals, allow further access to cultural activities that enrich the lives of Canadians. Attendance at various festivals and arts and cultural events make a community a better place to live.[8]

More and more Canadians use the Internet.[9] The average amount of time spent online has increased from 13 hours per week in 2004 to 17 hours per week in 2007.[10] Canadian youth are leading the consumption of online culture and communications products. Internet use is almost universal among Canadian youth, with 96 percent of 12- to 17-year-olds online. Rapid technological changes are transforming the dissemination of cultural products and allowing Canadians to consume, create and participate in culture online, providing opportunities as well as challenges for cultural industries. The Department responded to these changes by adapting many of its cultural programs and policies to new technologies.

Canadians still continue to use traditional media to access cultural content. In 2008, Canadians listened to the radio 18.3 hours a week on average, and watched television 26.6 hours a week on average.[11] While radio listening is down slightly from its weekly average of 19.1 hours in 2005, television's weekly average viewing has increased slightly over its 2005 weekly average of 26.3 hours.

Overall, the arts and culture sector plays an important multi-faceted role in creating cultural content, promoting social cohesion and contributing to the Canadian economy. The Conference Board of Canada estimates that the arts and culture sector had a direct economic impact of $46B to Canada's Gross Domestic Product in 2007[12], which constituted 3.8 percent of Canada's real Gross Domestic Product and directly employed more than 662,000 Canadians.[13]

For more detailed information on the situation of the arts and culture sector in 2007-2008, please consult the following report: Canadian Heritage, *Intersections: Navigating the Cultural Landscape*, *Cultural Affairs Sector 2007-2008 Annual Report* http://www.pch.gc.ca/pc-ch/org/sectr/ac-ca/pblctns/anl-rpt/2007-2008/index-eng.cfm.

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[8] Phoenix Strategic Perspectives. *A Report for the Department of Canadian Heritage: The Arts and Heritage in Canada - Access and Availability 2007.*

[9] Canadian Internet Project. *Canada Online – A comparative analysis of Internet users and non-users in Canada and the world: Behaviour, attitudes and trends,* 2004, p. 5. http://www.cipic.ca/en/documents/Canadapercent20Onlinepercent20Finalpercent20Englishpercent20Versionpercent2010302005.pdf

[10] Canadian Internet Project II 2007, "*Canada Online! The Internet, media and emerging technologies: Users, attitudes, trends and international comparisons*", section 3, p. 2.

[11] *BBM Canada.*

[12] *Valuing Culture: Measuring and Understanding the Canadian Creative Economy,* The Conference Board of Canada, 2008.

[13] Canadian Heritage estimate based on Statistics Canada data for cultural and overall employment in 2003. See *Economic Contribution of Culture to Canada's Provinces (2007).*

Sport
Sport is a cultural manifestation experienced by millions of Canadians at the local community, national and international levels. Department of Canadian Heritage programs enhance opportunities for Canadians to participate and excel in sport. As well, the hosting of international sport events in Canada provides Canadian athletes access to upgraded facilities, modern equipment and competition opportunities. Hosting events such as the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler yields significant economic, social, sport and cultural benefits to Canadians.

## Internal Context

The Department of Canadian Heritage encourages access to and participation in our country's cultural and civic lives. The Department continued to deliver programs supporting Canadians in sharing their cultural experiences with each other and with the world, and in living in an inclusive society based on intercultural understanding and citizen participation.

The Department provides financial assistance through grants and contributions, directly or indirectly, to individuals, institutions, community organizations, not-for-profit organizations, and other orders of government.

The governance and accountability structure and portfolio organizations remain almost the same as in 2007-2008 (See section III) (information on portfolio organizations is available online at: http://www.pch.gc.ca/pc-ch/os-ac/index-eng.cfm).

The Minister of Canadian Heritage and Official Languages is accountable and answerable to Parliament for the Department and the 19 organizations that make up the Canadian Heritage Portfolio. A Minister of State (Status of Women) and a Minister of State (Sport) were assigned to assist the Minister of Canadian Heritage and Official Languages in carrying out his ministerial responsibilities. In 2008-2009, the Department completed its review of current activities and renewed its Program Activity Architecture (PAA). The new PAA for 2009-2010 is designed to address the need for financial and non-financial information. It will also provide the Department with improved performance-based data and information in support of program evaluations, especially in relation to program relevance and performance. This year's *Departmental Performance Report* is the last one reporting against the previous PAA originally designed in 2004 and updated until 2007-2008.

To support the new PAA, the Department also developed its Performance Management Framework (PMF) for 2009-2010, and the accompanying implementation action plan.

### Government Announcements and Strategic Review

Under the Government's new Expenditure Management System all departments and agencies are required, over a four-year cycle, to undertake a Strategic Review of their programs and spending. In 2007 and 2008, the Department of Canadian Heritage conducted a full assessment of the funding, relevance and performance of all its program spending and put forward reallocation proposals that could be reinvested in priorities across government.

Strategic Review decisions made by the Treasury Board and affecting Canadian Heritage have all been announced and their implementation continues to proceed as planned. Strategic Review reallocation decisions implemented in 2008-2009 affect the following programs or program components:

- Culture.ca web portal: reduction of $2.828M in 2008-2009 (on a planned total of $3.838M);
- Canadian Cultural Observatory (*Culturescope*): reduction of $0.128M in 2008-2009 (on a planned total of $0.562M);
- Research and Development Components of Canadian Culture Online: reduction of $1.914M in 2008-2009 (on a planned total of $5.64M);
- Book Publishing Industry Development Program: elimination of the Supply Chain Initiative component for a total of $1M in 2008-2009.
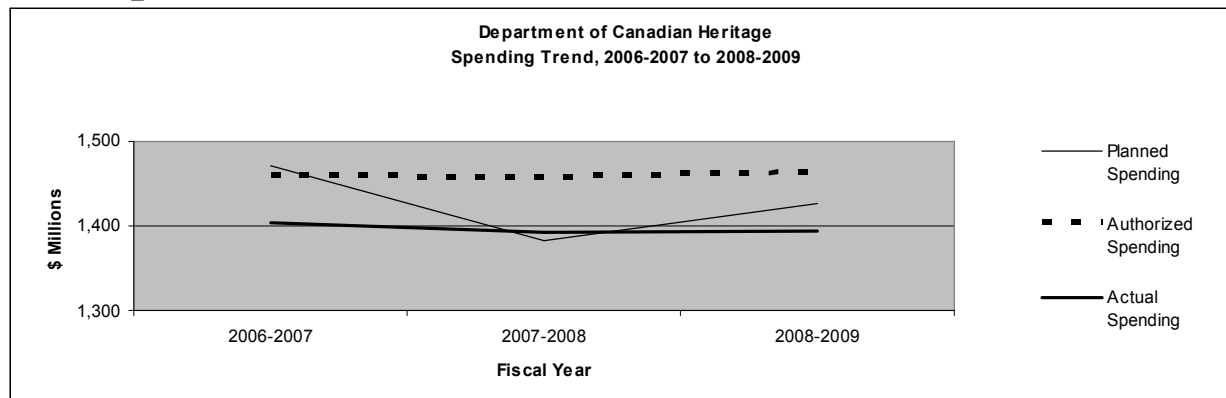
Strategic Review decisions include reinvestments in three Canadian Heritage programs. Two of these reinvestments have been implemented in 2008-2009:

- $2.7M in the *Roadmap for Canada's Linguistic Duality* (on an overall planned reinvestment of $30.6M over three years, and $8.2M per year until 2012-2013);
- $8M in the *Road to Excellence* program for Canadian summer Olympic Athletes (on an overall planned reinvestment of $24M over two years, and $24M per year ongoing).

The announced $24.5M reinvestment in the Torch Relay will be implemented in 2009-2010.

Implementation of the remaining Strategic Review reallocation decisions will be completed by 2010-2011 and results will be reflected in future reporting to Parliament.

# 1.4 Expenditure Profile



**Department of Canadian Heritage**
**Spending Trend, 2006-2007 to 2008-2009**

Planned Spending versus Authorized Spending

Planned Spending versus Authorized Spending

In 2006-2007, Planned Spending was higher than Authorized Spending, as some planned items identified in the RPP were not obtained in 2006-2007. Funding such as the Redress Strategy initiative was received the following years via the Historical Recognition Program.

Planned Spending for 2007-2008 and 2008-2009 are both below their respective Authorized Spending levels. In 2007-2008, the variance is mostly explained by items not included in Planned Spending, such as operating carry-forward, salary compensation and 2010 Olympic and Paralympic Winter Games. In 2008-2009, the variance is mostly explained by items not included in Planned Spending, such as operating carry-forward, salary compensation and Collective Agreement adjustments.

Actual Spending versus Authorized Spending

In 2006-2007, the variance between Actual Spending and Authorized Spending was mainly explained by the Department's surplus and approval of reprofiles of funds to be used in future years that were not published in the Supplementary Estimates. The following programs had funds reprofiled to future years: 2010 Olympic and Paralympic Winter Games, International Expositions, Cultural Spaces Canada, Historical Recognition Program and Canada's Action Plan Against Racism.

In 2007-2008, Actual Spending was lower than the Authorized Spending level. This situation is mainly explained by the Department's surplus and the approval of reprofiles of funds to be used in future years that were not published in the Supplementary Estimates. The following programs had funds reprofiled to future years: Historical Recognition Program, International Expositions, Cultural Spaces Canada, Québec 2008, Action Plan Against Racism, Summer Museum Internships and Canadian Culture Online.

In 2008-2009, the variance between Actual Spending and the Authorized Spending level is mainly explained by the surpluses of the Multiculturalism and Historical Recognition Programs and the approval of reprofiles of funds to be used in future years that were not published in the Supplementary Estimates. The following programs had funds reprofiled to future years: 2010 Olympic and Paralympic Winter Games, International Expositions and Historical Recognition Program.

# 1.5 Voted and Statutory Items ($ millions)

| Vote # or Statutory Item(s) | Truncated Vote or Statutory Item | 2006-2007 Actual Spending | 2007-2008 Actual Spending | 2008-2009 Main Estimates | 2008-2009 Actual Spending |
|---|---|---|---|---|---|
| 1 | Operating expenditures | 227.0 | 246.0 | 272.2 | 262.8 |
| 5 | Grants and contributions | 1,149.1 | 1,117.0 | 1,088.8 | 1,101.0 |
| (S) | Contributions to employee benefit plans | 25.0 | 26.4 | 28.3 | 27.9 |
| (S) | Minister of Canadian Heritage – salary and motor car allowance | 0.1 | 0.1 | 0.1 | 0.1 |
| (S) | Salaries of the Lieutenant-Governors | 1.1 | 1.1 | 1.1 | 1.1 |
| (S) | Payments under the *Lieutenant-Governors Superannuation Act* | 0.9 | 0.7 | 0.6 | 0.8 |
| (S) | Supplementary Retirement benefits – former Lieutenant-Governors | 0.2 | 0.2 | 0.2 | 0.2 |
| | **Total** | 1,403.4 | 1,391.5 | 1,391.3 | 1,393.9 |

# SECTION II – Analysis of Program Activities by Strategic Outcome

## Introduction

The Program Activity Architecture (PAA) and supporting Performance Measurement Framework (PMF) are the foundations of results-based management. At the beginning of the 2008-2009 fiscal year, the Department recognized certain limitations of the PAA and PMF in force and dedicated efforts to completely overhaul and develop an improved PAA and PMF. The revised PAA and PMF were subsequently approved by the Treasury Board Secretariat and came into effect on April 1, 2009. The *2008-2009 Departmental Performance Report* will be the last document that reports against the former PAA and PMF and hence is considered a transition document bridging the old and the new PAA and PMF. The full benefits of a more clearly articulated PAA and robust PMF, with clearly identified expected results and reliable performance indicators at all levels, will be reflected in future reporting documents, as evidenced by the *2009-2010 Report on Plans and Priorities*.

In spite of the shortcomings of the 2008-2009 PAA and PMF, Canadian Heritage achieved significant results in its 21 Key Initiatives and its numerous programs.

## 2.1 Strategic Outcome 1
**Canadians express and share their diverse cultural experiences with each other and the world**

**Description of Strategic Outcome 1**
The Department helps to ensure that Canadians can express their creativity, showcase their talents and share their stories and experiences through the arts, heritage institutions, cultural industries and sport activities. To achieve this outcome, the Department carries out policies and programs that support the environment needed to strengthen and share – both at home and abroad – Canada's values and its diverse voices.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 789.8 | 807.5 | 748.3 | 1,596 | 1,536 | + 60 |

*Explanation of variances between Total Authorities and Actual Spending: The Total Authorities by Strategic Outcome and Program Activity represent only the distribution of budgets as outlined in the Main Estimates, and do not take into account the within-year internal reallocation of these budgets that the Department is authorized to make to meet operational priorities.*

*Please note that this is the same for all subsequent Financial and Human Resources Information tables.*

**Results of Strategic Outcome 1: Canadians express and share their diverse cultural experiences with each other and the world.**

The Department of Canadian Heritage fostered the creation of and improved accessibility to Canadian cultural experiences both at home and abroad. The Department worked through both policy and program means to move closer to achieving this Strategic Outcome. Results are highlighted by the successes achieved in the Canadian books, broadcasting, new media, arts, heritage organizations, and sport sectors.

With respect to books, the Department helped increase demand for new works by Canadian writers. In 2008-2009, publishers supported by the Department realized over $450M in sales of books (an inflation-adjusted increase of 6 percent over five years), including more than 5,300 new titles by more than 3,500 Canadian writers. With over 230 publishers in over 75 cities across all ten provinces, content supported by the Department is diverse – it is by, for and about Canadians in all regions.

Diverse cultural experiences were expressed and shared with the support of the Canadian Television Fund, which helped to build audiences and supported the creation and broadcast of prime-time Canadian television programming. In 2008-2009, the Fund supported the production of more than 2,000 hours of high-quality television programs in French, English and Aboriginal languages.

In addition to supporting the delivery of diverse cultures via television, the Department also supported the delivery of varied artistic experiences in communities of all sizes across Canada. In 2008-2009, Arts Presentation Canada contributed to the activities of approximately 600 arts presenter organizations located in 236 different cities and towns throughout Canada. Funding encouraged program variety and interaction between artists and citizens, as well as professional development with the arts presenters community. In addition, funding supported the development of artistic presentation initiatives in rural and official language minority communities.

Canadian Heritage programs also helped community-based heritage organizations develop the organizational competencies and financial strategies needed to increase access to Canadian cultural experiences. One of these programs enabled the Canadian Heritage Information Network to deliver a series of workshops and presentations focused on the creation, presentation, management and preservation of digital cultural resources. The Department also invested in programs to build and improve accessibility to databases that preserve expressions of Canada's diverse heritage, cultures, languages and history. In 2008-2009, for instance, the Virtual Museum of Canada launched 71 new online exhibits.

Sport Canada continued to deliver sport programs and services to Canadian athletes and helped them demonstrate their excellence at domestic and international competitions through fair and ethical means. By showcasing their skills, work ethic and determination to the world, Canadian athletes reflect some of our most fundamental and cherished national values and qualities. Sport

Canada programs also help athletes excel in order to inspire the next generation of Canadians achieve their goals and follow in their footsteps.

Details of the Department's results in the above areas are provided in the Program Activity section that follows.

## Benefits for Canadians of Strategic Outcome 1

Canadians benefit from creating and accessing Canadian arts, culture and sport and from preserving and promoting Canada's heritage through an improved quality of life and strengthened connections with their fellow citizens. Ultimately, Canada's arts, culture, heritage and sport bring people together by promoting interaction, connection and the sharing of experience. They engender pride in our country, shape our sense of being Canadian and contribute to our diversity. Arts, culture, heritage and sport entertain and enlighten, inform and challenge, provoking dialogue about who we are and what we value.

Moreover, Canada's arts and culture sector contributes to the country's prosperity, accounting for some $46B in economic activity (3.8 percent of Canada's Gross Domestic Product)[14] and employing 662,000 highly skilled workers in 2007.[15] Canadians have volunteered an estimated 88 million hours at arts and culture organizations – equivalent to 46,000 full-time jobs, valued at $1.1B.[16]

## 2.1.1 Program Activity 1:
## Creation of Canadian Content and Performance Excellence

### Description

Expression of culture starts with the creation of works and performance. Although excellence is what professional artists and high performance athletes strive for, this requires the development of a structure that provides support both domestically and internationally, at all levels of cultural and sport development. The Department of Canadian Heritage focuses on enabling creators to produce and athletes to perform by supporting the structure and cultural industries needed for high quality works and performances.

### Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 351.3 | 362.5 | 352.1 | 403 | 332 | 71 |

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[14] *Valuing Culture: Measuring and Understanding the Canadian Creative Economy*, The Conference Board of Canada, 2008. http://www.conferenceboard.ca/documents.aspx?did=2671
[15] Canadian Heritage estimate based on Statistics Canada data for cultural and overall employment in 2003. See *Economic Contribution of Culture to Canada's Provinces (2007)*. http://www.statcan.gc.ca/pub/81-595-m/81-595-m2006037-eng.htm
[16] The Arts and Heritage in Canada: Access and Availability 2007, Phoenix Strategic Perspectives.

## Expected Results

> o Canadian content reflective of Canada's diverse society is created and produced for domestic and international markets.
>
> o Canadians excel domestically and internationally in culture and sport.

To support the creation of Canadian content and foster performance excellence in 2008-2009, the Department engaged in ongoing activities and implemented the following Key Initiatives:

- Key Initiative 2 – Responding to the Evolving Canadian Broadcasting Environment.

- Key Initiative 3 – Adapting the Canadian Copyright Regime to Address Changing Domestic and International Challenges.

- Key Initiative 4 – Reviewing the Canadian Periodical Policy.

- Key Initiative 14 – Investing in Athlete Support, Strategic Opportunities and Promotional Activities in Preparation for the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler.

- Key Initiative 15 – Implementing the Canadian Heritage Sport Fund

For further information on these Key Initiatives, please see Appendix A online at
http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.
For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).


## Performance Analysis

**Arts and Cultural Industries**

Content created by Canadian artistic and cultural industries in 2008-2009 was reflective of Canada's diverse society. This section highlights selected successes and results related to the creation and performance accomplishments of the Department's arts and cultural programs and policies.

The Canadian music, film, magazine and interactive digital media industries benefited from the Department's support through its policies and programs. The Canada Music Fund led to the creation of over 350 diverse albums by Canadian creators, artists and entrepreneurs. The Canadian film industry saw an investment of over $64.7M through the Department's Canada Feature Film Fund, administered by Telefilm Canada, which supported a total of 41 projects: 21 in French and 20 in English. With respect to magazines, the Canada Magazine Fund also supported the production of approximately 113,000 pages of Canadian content in 196 titles.

Interactive digital cultural products and content were created and used by Canadians. The Canada New Media Fund (CNMF) and the Canadian Culture Online (CCO) Program supported the creation of over 190 interactive products combined. For example, CCO's Gateway and Partnerships Funds provided $9M in support of 49 content creation and access projects aimed to

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allow Canadians of all ages to access Canadian-created content that reflects our diverse cultures and heritage. The CNMF supported 123 projects, for a total investment of $11.6M. In addition, via the New Media Research Networks Fund and the New Media R&D Initiative, the Department contributed $3.1M to five Research and Development projects and initiatives that are developing cutting-edge technological tools to create, manage, and distribute Canadian digital cultural content.

In March 2009, the Government announced the creation of the Canada Media Fund, a public-private partnership that reallocated $14.3M from the CNMF and $120.4M from the Canadian Television Fund, which together represent an investment of $134.7M. The role of the Canada Media Fund will be to support both traditional television content as well as interactive digital content, ensuring the long-term viability and relevance of the broadcasting industry by linking audiences across platform choices. Canadian viewers will have better access to Canadian programming on all media platforms. More information on the Canada Media Fund is available online at:
 http://pch.gc.ca/pc-ch/infoCntr/cdm-mc/index-eng.cfm?action=doc&DocIDCd=CJM082271.

**Sport**
Canadian Heritage continued to support sport organizations and athletes across the country. In 2008-2009, Sport Canada supported 56 National Sport Organizations, 15 Multisport Service Organizations and seven other non-governmental organizations. The Sport Canada Hosting Program provided opportunities for 2,692 Canadian athletes to participate in international sport events, up from 847 in 2007-2008. Sport Canada provided over $26.5M in Athlete Assistance Program grants and funded over 1,770 carded athletes and provided tuition support of $2.1M for 668 current and former carded athletes.

Sport Canada worked to improve performance by Canadian athletes at the highest level of competition (a priority area is to prepare Canadian athletes for the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler). In winter sports, Canada ranked second in the world based on 101 medals won during the rolling four-year period of 2005-2008, compared with 94 medals won during the 2004-2007 period – also a second-place ranking. In summer sports, Canada ranked 16th in the world based on 59 medals won during the rolling four-year period of 2005-2008, which compares with 53 medals won from 2004-2007 – a 17th place ranking.[17]

In its aim to advance Canadian interests, values and ethics in sport, Sport Canada continued to work with partner organizations to ensure athletes abide by the fair and ethical standards expected of them as ambassadors to their respective sports. In 2008-2009, 3,951 doping tests were conducted by the Canadian Centre for Ethics in Sport (CCES). Some 2,878 of those tests were conducted by CCES as part of the Canadian Anti-Doping Program. In 2008-2009, 17 Canadian athletes were sanctioned for anti-doping violations.

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[17] This data is based on Sport Canada's *Annual Olympic Ranking Index of Nations*. The *Index* is based on results per nation across all Olympic events at Olympic Games and World Championships, over a four-year time frame. The *Index* is produced annually – at the end of each calendar year, once the Olympic Games and/or World Championships of that year have been completed. The results are aggregated with the results of the three previous years to produce a comprehensive four-year cycle of results across all Olympic events. For summer sports, this represents approximately 1,000 events over a four-year period; for Winter sports, almost 300 events.

## Benefits for Canadians

The creation of Canadian content and performance excellence contributes to the quality of our cultural and civic lives. Canadians of all ages benefit from Department of Canadian Heritage programs and policies that support the creation of this content and performance excellence. These investments enable Canadians, along with citizens of other countries, to access and appreciate the high-quality and unique contributions of Canadian creators and athletes.

## 2.1.2 Program Activity 2:
# Sustainability of Cultural Expression and Participation

## Description

Cultural life rests on the continued existence of an intricate network of institutions, not-for-profit organizations, corporations, volunteers, professionals and audiences. This network is both resilient – it relies on considerable dedication, experience and talent – and fragile. Some of the crucial elements of the chain are vulnerable to investment patterns, market failures, foreign competition, technological changes, labour strains and international trade rules and agreements. As an integral part of the network, the Department of Canadian Heritage fosters the sustainability of the many organizations, cultural industries, entrepreneurs, and artistic and athletic performance events comprising this rich ecosystem. It does so by assisting them to increase their ability to attract investment, achieve adequate copyright protection, present to a Canadian audience, pursue international opportunities and build organizational partnerships.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 188.1 | 195.9 | 168.2 | 597 | 629 | - 32 |

## Expected Results

> o Vibrant cultural and sport sectors in which Canadian cultural expression and participation can thrive and remain relevant at home and abroad.

To help ensure the sustainability of cultural expression and participation in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiatives planned in its *2008-2009 Report on Plans and Priorities*.

- Key Initiative 1 – Implementing Supplementary Funding to the Arts Presentation Canada Program for Professional Arts Festivals.

- Key Initiative 3 – Adapting the Canadian Copyright Regime to Address Changing Domestic and International Challenges.

- Key Initiative 4 – Reviewing the Canadian Periodical Policy.

- Key Initiative 14 – Investing in Athlete Support, Strategic Opportunities and Promotional Activities in Preparation for the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler.

For further information on these initiatives, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

**Arts and Cultural Industries**
The Canadian arts and culture sector continued to be vibrant and dynamic as it adapted to the ever-changing external environment and the economic crisis that emerged in 2008-2009. In addition to the creation of the Canada Media Fund described previously, the Department increased funding capacity in its existing programs and responded to the changing needs of the periodical industry with the announcement of the Canada Periodical Fund. This section highlights selected sustainability accomplishments of the Department's programs and policies relating to the arts, music, books, and magazines.

In 2008-2009, applicants to the Endowment Incentives component of Canadian Arts and Heritage Sustainability Program noted a 25-percent decrease in private-sector donations. Arts organizations, however, increased their self-reliance by continuing to build their endowments to ensure long-term sustainability. Although the number of applications to the Endowment Incentive component decreased, the amount requested from applicants remained high. The program matched $0.723 for every dollar raised from the private sector for endowment funds of qualifying arts organizations.

The Canada Music Fund continued to assist established Canadian sound recording firms in the transition to the Internet and the development of international markets. Recipients of the Music Entrepreneur Component of the Fund reported that digital sales now account for over 22 percent of their total sales, up from 6 percent in 2005-2006.

Departmental programs also reinforced the capacity of the Canadian book industry to produce and market Canadian-authored books. The Book Publishing Industry Development Program provided support to more than 50 businesses and organizations across the Canadian book industry. Funding was provided for a variety of projects that encouraged the development of skills and knowledge and helped build capacity and create efficiencies in the industry (e.g., professional development, internships, technology-drive infrastructure projects, etc.).

In 2008-2009, the Department completed a review of the existing periodical programs and announced the creation of the new Canada Periodical Fund. With respect to sustainability, the new

program aims to maintain support for the industry and help retain jobs as the industry is affected by the current economic slowdown, reallocate funding to small and mid-sized titles in order to support diversity, and provide greater flexibility so that publishers can manage funds strategically, including the flexibility to enrich their Web content.

**Heritage**

Community-based heritage organizations developed their organizational competencies and financial strategies to provide Canadians with access to quality cultural experiences. In 2008-2009, through the Canadian Arts and Heritage Sustainability Program (CAHSP), project funding assisted approximately 35 percent of recipients to improve their financial self-sufficiency, and the remaining 65 percent to improve their management practices. Funding was also provided to the Canadian Museums Association as it works to strengthen the recognition, growth and stability of the museum sector.

Canadian Heritage professionals continued to acquire the skills necessary for the creation, presentation, management and preservation of digital heritage for the educational benefit of all Canadians. In 2008-2009, the Canadian Heritage Information Network (CHIN) delivered 32 workshops or presentations, and organized two international events: the UNESCO/International Committee for Audio-Visual, Images and Sound New Technologies (AVICOM) conference in Québec, and the two-day Canada-China Digital Heritage Symposium at the Canada Pavilion in Beijing. CHIN also undertook an extensive redesign and enhancement of its website for heritage professionals and volunteers (for launch in the summer of 2009).

**2010 Winter Games**

The Department contributed to the advancement of international cultural and sport agendas. Preparation for the 2010 Winter Games is in its advanced stages and will provide sustained legacies across Canada. The 2010 Federal Secretariat collaborated with both the Beijing and Vancouver Games Organizing Committees to develop programming for federal departments participating in the Official Observer Programs, which are key components of the Olympic Games Knowledge Management Program led by the International Olympic Committee. In addition, the 2010 Federal Secretariat coordinated the Mascot 2010 kiosk and athlete appearances throughout Canada, and organized and delivered one-year countdown events in Ottawa and Whistler for the 2010 Olympic Winter Games and in Ottawa and Valcartier for the 2010 Paralympic Winter Games.

**International and La Francophonie**

The Department plays an active role in international norms and standard-setting agreements to ensure these agreements reflect the interest of Canadians. The Department continued its activities to promote and implement the UNESCO *Convention for the Protection and the Promotion of the Diversity of Cultural Expressions*. This Convention is an international legal instrument that reaffirms the rights of countries to take measures in support of culture, while recognizing the dual social and economic nature of cultural goods and services.

International Francophonie events showcased Canadian culture and talent. Canada successfully hosted the 12th Francophonie Summit in Québec City from October 17 to 19, 2008. At the Summit, the Department of Canadian Heritage participated in the drafting of the Québec City Declaration and the Resolution on the French Language. Through the Official Languages Support Program, the Department also invested nearly $2.7M to support related cultural projects that promoted a strong and diverse Canadian Francophonie. Particular emphasis was placed on projects that promoted francophone minority communities and Canadian francophone youth.

Through TV5MONDE and TV5 Québec Canada, Canada continued to showcase diverse francophone Canadian content throughout the world and offered Canadians a window to the international Francophonie. As Chair of the Conference of TV5MONDE Ministers, the Government of Canada played a leading role in promoting the signing of a new agreement by the five partner governments to help TV5 better position itself in the global television environment. The Government of Canada also announced additional funding of $25M over five years for TV5MONDE and TV5 Québec Canada. This additional investment will enable TV5 to modernize its activities and expand its broadcasting on new platforms.

## Benefits for Canadians

Canadians benefit from Department of Canadian Heritage programs that foster the sustainability of independent organizations that produce, support, display and distribute Canadian cultural content. This support promotes and helps to sustain the vibrant and participatory cultural, artistic and sport sectors in Canada and on the international scene.

# 2.1.3 Program Activity 3:
# Preservation of Canada's Heritage

## Description

Canadians want their stories and history to be safeguarded for future generations. The Department of Canadian Heritage plays a leading role in facilitating the preservation of and access to cultural works and archival materials of national importance, including film, music, Aboriginal languages, Aboriginal stories and national cultural artefacts and archives.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 39.8 | 44.4 | 46.3 | 215 | 248 | - 33 |

## Expected Results

> o   Canada's diverse heritage is preserved.

To preserve Canadian heritage in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiative planned in its *2008-2009 Report on Plans and Priorities*.

- Key Initiative 5 – Moving Forward on the Canadian Museum for Human Rights.

For further information on this initiative, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

**Heritage**
All activities in 2008-2009 contributed to the preservation of Canada's diverse heritage. Support was provided to heritage organizations to preserve Canada's cultural collections so that they remain accessible to Canadians over time.

The Canadian Conservation Institute (CCI) continued to provide domestic and international access to its research, publications, expert services and training on the preservation of material cultural heritage. In 2008-2009, CCI conducted 65 projects in Research and Development, provided 1,339 instances of expert services and advice, and offered 18 training opportunities to 372 professionals and workers from the heritage community. CCI achieved the expected result of accessing and disseminating conservation and preservation knowledge by improving and upgrading its main Web site. Since the launch of the Conservation Resource Centre on its Web site in December 2008, 157,059 visitors consulted 362 online documents and tools such as the Preservation Framework Online (52,851). The number of Web visitors for the CCI Notes online quadrupled from 14,324 in 2007-2008 to 58,844 in 2008-2009.

Another significant accomplishment was the Royal Assent to the legislation to create the new Canadian Museum for Human Rights. The first Board of Trustees for the Museum was appointed in August 2008.

**Aboriginal Living Cultures**
Projects were undertaken to preserve and promote Aboriginal languages and cultures. A contribution agreement with the Congress of Aboriginal Peoples provided funding for National Aboriginal Day events in the National Capital Region that included an educational event attended by 1,540 students at the Canadian Museum of Civilization, the Summer Solstice Arts Festival on Victoria Island with 6,500 visitors, and six community events in the National Capital Region that attracted approximately 4,200 people.

Contribution agreements with 13 Aboriginal communications societies enabled the production and broadcasting of original television and radio programs that included over 21,232 hours of radio programming and 191 hours of television programming in 29 Aboriginal languages in addition to English and French. Moreover, the contribution agreement with the National Aboriginal Achievement Foundation supported the production and television broadcast of the National Aboriginal Achievement Awards, which were bestowed to 15 recipients. The awards show was attended by over 2,000 people and was broadcast on the Aboriginal Peoples Television Network (APTN) and the Global Television network.

## Benefits for Canadians

Canadians benefit from Department of Canadian Heritage programs that foster the preservation of Canadian content in French, English and a variety of Aboriginal languages. The Canadian Conservation Institute continued to play a role in supporting members of Canada's heritage community through information and services on the preservation of cultural heritage. These and other programs build archived inventory and preserve Canada's cultural heritage for future generations.

## 2.1.4 Program Activity 4:
## Access to Canada's Culture

## Description

Access to Canada's culture can take a variety of forms for participants: reading, attending exhibitions or performances, learning through the Internet, listening to radio, watching films or television, visiting heritage sites, etc. The Department of Canadian Heritage helps to create the conditions for wide access and participation. The Department focuses on facilitating access to the wide array of cultural experiences, bridging challenges such as distance, community size, language and ethno-cultural diversity. The primary vehicles for engaging Canadians in cultural participation are arts activities, mass media, and heritage sites and events.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 210.6 | 204.7 | 181.7 | 381 | 327 | 54 |

## Expected Results

> o   Canadians have access to and participate in a diverse range of Canadian cultural experiences.

To ensure and increase Canadians' access to Canada's culture in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiatives planned in its *2008-2009 Report on Plans and Priorities:*

- Key Initiative 1 – Implementing Supplementary Funding to the Arts Presentation Canada Program for Professional Arts Festivals.

- Key Initiative 4 – Reviewing the Canadian Periodical Policy.

- Key Initiative 5 – Moving Forward on the Canadian Museum for Human Rights.

For further information on these initiatives, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

**Arts and Cultural Industries**
In 2008-2009, Canadians had access to and participated in artistic and cultural experiences showcasing creativity, diversity and innovation.

Arts Presentation Canada provided funding to 600 professional arts festivals, series presenters and presenter support organizations to give Canadians increased access to a variety of music, dance, theatre, visual arts, literature and media arts experiences. Seen as important contributors to the dynamism of communities, these experiences reached diverse audiences: 66 percent reached culturally diverse audiences, 72 percent reached young audiences, 32 percent reached Aboriginals, 39 percent reached Canadians in rural or remote regions and 37 percent reached official language minority communities.

Publishers supported by the Book Publishing Industry Development Program in 2008-2009 achieved $350M in book sales in Canada and $103M in export sales (to almost 100 international markets), for a total of $453M. This represents a 6-percent inflation-adjusted increase over the last

five years, demonstrating that Canadian and international readers continue to seek out and consume Canadian books in strong and growing numbers.

The Publications Assistance Program provided postal subsidies to 1,130 Canadian periodicals, enabling the distribution to Canadians of over 183 million copies of magazines and non-daily newspapers that reflect the diverse linguistic and cultural fabric of the country. As noted above (Program Activity 2), this program and the Canada Magazine Fund will be replaced in 2010-2011 with the Canada Periodical Fund.

Music events promoted Canadian artists and creators and allowed industry members to share their knowledge. CD sales under the Music Entrepreneur Component of the Canada Music Fund have decreased by 24 percent since the previous year, but full-length album download and single track sales have increased by 31 percent and 91 percent respectively.

**Heritage**
Canadian Culture Online (CCO) supported Canadians' greater access to and participation in interactive digital resources that reflect our diverse heritage, cultures, languages and history. In 2008-2009, the Virtual Museum of Canada (VMC) launched 71 new online exhibits and issued 39 contracts to museums for the development of digital heritage content. An extensive redesign and enhancement of the VMC portal was also undertaken for launch in May 2009 (the VMC portal is online at: http://www.museevirtuel-virtualmuseum.ca/index-eng.jsp). In addition, CCO supported 49 other interactive digital resources that allowed Canadians of all ages to access content that reflects our cultures and heritage in both official languages, all of which attract different audiences. For example, during 2008-2009, the number of museums and other heritage institutions participating in the VMC initiative reached 1,348. These institutions have launched a cumulative total of 486 online exhibits and contributed a cumulative total of 686,365 images of museum objects that are being accessed by millions of Canadians.

In 2008-2009, travelling exhibitions showcasing a diversity of Canadian and international heritage collections were presented across Canada. The Museums Assistance Program (MAP) funded 83 projects supporting the production and circulation of domestic travelling heritage exhibitions. MAP also supported 21 projects focused on preserving and presenting Aboriginal heritage, and 72 projects to help museums adopt sound professional policies and practices and heritage service organizations to develop resources or services for multiple museums. During the same period, three domestic and four international major travelling exhibitions shown in Canada were indemnified through the Canada Travelling Exhibition Indemnification Program. This program assumes financial risk for damage or loss of objects in eligible travelling exhibitions.

In addition, cultural property of significance to Canada was preserved and made accessible in public collections for the benefit of all Canadians. In 2008-2009, the Movable Cultural Property Program processed 856 applications for certification of cultural property for income tax purposes, for a total fair market value of $145M. Concurrently, Canada respected its international cultural property obligations, resulting in the successful return of three bracelets to Mali and three statues to Nigeria.

## Benefits for Canadians

Department of Canadian Heritage programs and policies help to facilitate access for all citizens to Canada's diverse culture and heritage in a variety of genres and languages. These programs and policies improve access to arts, culture and heritage by helping overcome related challenges, such as distance, language and ethno-cultural diversity.

# 2.2 Strategic Outcome 2
**Canada is an inclusive society built on inter-cultural understanding and citizen participation**

**Description of Strategic Outcome 2**
The Department's activities focus on inclusion and participation in Canadian life while reinforcing core values and shared citizenship. The Department also works to connect Canadians across their differences through inter-cultural exchange, helping to reduce the tensions that could otherwise divide us and to respond to both the challenges and opportunities of an increasingly diverse society. When Canadians come together in acceptance of their differences, cultural expression becomes richer in quality and quantity, new audiences can be reached, institutions can be more responsive and sustainable, and opportunities for excellence in all cultural spheres are maximized.

## Financial and Human Resources Information (Strategic Outcome 2)

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 637.0 | 656.8 | 645.6 | 757 | 848 | - 90 |

**Results of Strategic Outcome 2: Canada is an inclusive society built on intercultural understanding and citizen participation.**

A number of Canadian Heritage activities undertaken in 2008-2009 helped strengthen Canadians' sense of identity. To foster an appreciation of Canada's history, for instance, the Department invested in celebrations of three important events: the 400th anniversary of the founding of Québec City, the 250th anniversary of the introduction of representative democracy in Nova Scotia, and the 150th anniversary of the establishment of the Crown Colony of British Columbia. These celebrations brought Canada's diverse communities, including official language minority groups, closer together.

The Young Canada Works Program promoted the use of official languages, supported heritage institutions and engaged Aboriginal urban youth. During 2008-2009, the program provided approximately 2,800 youth across Canada with job opportunities. More than 1,800 of these

opportunities involved summer students working for heritage organizations – an increase of 203 over the previous year.

The Department of Canadian Heritage supported 230 projects in communities across Canada that provided Aboriginal youth with opportunities to learn about their heritage and culture through culturally focused programming that strengthens their attachment to their identity and enables them to fully participate in Canadian society. This was accomplished by supporting community organizations, with the assistance of Aboriginal youth advisory committees.

Several activities supported by the Department expanded the use of official languages in communities across Canada. During 2008-2009, more than 2.4 million young Canadians participated in second-language learning programs.

Sport Canada initiatives reached a wide range of Canadian society and encouraged participation and interaction between Canadians at all levels of sport. With attention to the unique opportunities generated by sport activities in Canada, the Department promotes diversity as a means of enhancing intercultural experiences and understanding.

A series of Canadian Heritage programs delivered during 2008-2009 helped boost public awareness of multiculturalism by recognizing the experiences of ethno-cultural communities affected by historical wartime and immigration policies. In October 2008, the Department of Citizenship and Immigration assumed responsibility for all federal multicultural programming.

## Benefits for Canadians of Strategic Outcome 2

A sense of national identity contributes to inclusiveness and social cohesion and the ability to compete successfully in the global economy. During 2008-2009, Canadian Heritage programs fostered a strong sense of identity by celebrating Canada's many diverse communities and encouraging participation in sport and the use of official languages. Key accomplishments include support for the celebrations of several key anniversaries and for young Canadians interested in travelling to other regions of the country to work in another official language. Canadian Heritage programs also enabled dozens of Aboriginal communities to celebrate and preserve their unique cultures and languages.

# 2.2.1 Program Activity 5:
## Promotion of Inter-cultural Understanding

## Description

The Department of Canadian Heritage fosters inter-cultural understanding by generating opportunities for Canadians to share experiences and learn about each other's cultures. One of the ways this is done is through the promotion of linguistic duality and of learning Canada's two official languages. The Department also supports initiatives that promote cross-cultural understanding within and between communities. With attention to the unique opportunities generated by sport activities in Canada, the Department promotes diversity as a means of enhancing intercultural experiences and understanding.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 121.5 | 122.6 | 134.9 | 104 | 129 | - 25 |

## Expected Results

> o   By promoting intercultural understanding, the Department expects to foster a society where Canadians interact across diverse communities and value the diversity and linguistic duality of Canadian society.

To promote intercultural understanding in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiative planned in its *2008-2009 Report on Plans and Priorities.*

- Key Initiative 13 – Implementing New Support for Official Languages.

For detailed information on the results achieved under this initiative, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

### Official Languages

Canadians recognize and support linguistic duality, have a better understanding and appreciation of its benefits, and accept the rights of linguistic minorities. During 2008-2009, the Department's investments supported hundreds of cultural festivals and exhibits and sporting events in towns and cities across the country. In addition, a series of educational, employment and exchange programs provided Canadians with opportunities to increase their knowledge of, appreciation for, and fluency in French and English.

In addition, more Canadians have a working knowledge of both official languages than ever before. Over 5.4 million Canadians participated in second-language learning programs in 2006, compared to 5.2 million in 2001.

**Multiculturalism**

Multiculturalism efforts promoted the full and equitable participation of individuals and communities of all origins in the continuing evolution and shaping of all aspects of Canadian society, and strive to eliminate any barriers to that participation. On October 30, 2008, responsibility for multiculturalism (including the implementation of the *Canadian Multiculturalism Act)* was transferred from the Minister of Canadian Heritage to the Minister of Citizenship and Immigration.

## Benefits for Canadians

Department of Canadian Heritage programs provide opportunities for Canadians to share a variety of cultural and historical experiences, and to increase their appreciation for both official languages. Canadians benefit from these programs by developing a deeper understanding of, and appreciation for, Canada's cultural diversity and linguistic duality.

## 2.2.2 Program Activity 6: Community Development and Capacity-Building

### Description

Aboriginal and official language communities play a uniquely important role in Canada as part of the fabric that has shaped Canadian society since its beginning. The Department of Canadian Heritage supports the development of Aboriginal organizations with programs that build on the cultural strengths of Aboriginal peoples and recognize the role they play in meeting the challenges faced. The Department of Canadian Heritage also supports the development of official language minority communities by enhancing their participation in different sectors of society and by working to ensure their vitality in all parts of the country.

### Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 252.9 | 253.9 | 247.2 | 148 | 161 | - 13 |

### Expected Results

> o   This Program Activity seeks to advance the cultural vitality of Canada's official language minority and Aboriginal communities.

To promote community development and capacity building in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiative planned in its *2008-2009 Report on Plans and Priorities*:

- Key Initiative 13 – Implementing New Support of Official Languages.

For detailed information on the results achieved under this initiative, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

**Aboriginal Partners**
As explained in Section 1.1.4 of this Report (Machinery of Government Changes), this component of the Aboriginal Peoples' Program was transferred in April 2007 to the Department of Indian and Northern Affairs and to the Office of the Federal Interlocutor for Métis and Non-Status Indians.

**Official Languages**
The Development of Official Language Communities Program allowed signing of 35 federal-provincial/territorial education agreements (more than $249M).

Members of minority communities had greater access to programs and services in their languages by community organizations, provincial/territorial governments, municipalities and federal departments and agencies. They also had greater access to quality education in their language in their communities. However, important challenges remain.

Grants and contributions of $68M provided by the Community Life component of the Development of Official Language Communities Program to official language minority communities (including provinces and territories) has helped with the implementation of community development projects for some $43M, as well as the conclusion of 18 federal-provincial/territorial French-language services agreements for around $23M, and youth initiatives for close to $2M.

The Young Canada Works enabled more than 2,500 youth to improve their job skills and knowledge of Canada's official languages and heritage. Most worked for local heritage organizations.

In June 2008, the Government announced its *Roadmap for Canada's Linguistic Duality*, which included a series of new investments towards the development of official language minority communities. More detailed information is available online at: http://www.pch.gc.ca/pgm/slo-ols/pubs/08-13-LDL/index-eng.cfm.

Also in June 2008, the Government announced the implementation of the new Language Rights Support Program for 2009-2010 focusing on awareness and alternative dispute resolution, along with litigation support. This new program will have an annual budget of $1.5M and will target

constitutional language rights. More detailed information is available online at:
http://www.pch.gc.ca/pgm/lo-ol/pgm/pubs/padl-lrsp/101-eng.cfm.

In September 2008, the Governor-in-Council received petitions pursuant to section 28 of the *Broadcasting Act* asking to set aside or refer back to the Canadian Radio-television and Telecommunications Commission (CRTC) Broadcasting Decision 2008-222 in which the CRTC approved broadcasting license applications to operate new FM radio stations to serve Ottawa and Gatineau. On December 10, 2008, the Governor-in-Council referred the decision back to the CRTC, and, in doing so, the Government publicly recognized radio's contribution to the vitality of Anglophone and Francophone minority communities and highlighted the CRTC's obligations towards official language minority communities. The CRTC is expected to issue its decision in June 2009 (more information is available online at: http://www.gazette.gc.ca/rp-pr/p2/2008/2008-12-10/pdf/g2-14225.pdf).

As an element of the *Roadmap for Canada's Linguistic Duality*, the Government of Canada issued a request, pursuant to section 15 of the *Broadcasting Act*, that the CRTC examine and report on the availability of official language broadcasting services available to official language minority communities and making cultural connections within society. On March 30, 2009 the Canadian Radio-television and Telecommunications Commission (CRTC) published its *Report to the Governor-in-Council on English- and French-Language Broadcasting Services in English and French Linguistic Minority Communities in Canada*. The Government will take into account the report's findings and recommendations as part of its commitment to the promotion of both official languages and access for Canadians to quality French and English broadcasting services across Canada (the CRTC report is available online at:
http://www.crtc.gc.ca/eng/BACKGRND/language/ol0903-lo0903.htm).

## Benefits for Canadians

Canadians benefit from vibrant, sustainable official language minority communities. Department of Canadian Heritage programs help official language minority communities acquire the resources and expertise needed to thrive. These program investments promote the sustainability of community organizations devoted to maintaining Canada's cultural diversity and linguistic duality.

# 2.2.3 Program Activity 7:
# Participation in Community and Civic Life

## Description

An inclusive society means that all Canadians recognize and exercise their responsibilities to Canada and Canadian society. The Department of Canadian Heritage programs and activities contribute to this goal by helping to address some of the key impediments to community and civic participation. This is done through initiatives that educate Canadians about the country and their citizenship, both at home and abroad, while helping to educate the rest of the world about Canada. It is also achieved through the development of sport participation and sporting organizations that are built on volunteerism in communities. Targeted measures for ethno-cultural and ethno-racial

communities assist these groups to more effectively participate in all aspects of Canadian life. Targeted measures for Aboriginal communities, including Aboriginal youth and women, support the participation of Aboriginal peoples and build upon Aboriginal cultures.

## Financial and Human Resources Information

| 2008-2009 Financial Resources ($ millions) | | | 2008-2009 Human Resources (FTEs) | | |
|---|---|---|---|---|---|
| Planned Spending | Total Authorities | Actual Spending | Planned | Actual | Difference |
| 262.6 | 280.3 | 263.5 | 506 | 558 | - 52 |

## Expected Results

> o   As a result of the activities that foster participation, Canadians will become more engaged in Canada's communities and civic life.

To promote and improve participation in community and civic life in 2008-2009, the Department pursued its ongoing activities and implemented the following Key Initiatives planned in its *2008-2009 Report on Plans and Priorities:*

- Key Initiative 6 – Supporting the Québec 2008 Anniversary Celebrations.

- Key Initiative 7 – Implementing the Building Communities Through Arts and Heritage Program for Local Community Festival and Commemorations.

- Key Initiative 8 – Supporting Canadian Participation at Expo 2010 in Shanghai.

- Key Initiative 9 – Supporting Celebrations to Mark the 150th Anniversary of the Crown Colony of British Columbia.

- Key Initiative 10 – Supporting Activities Related to the 250th Anniversary of Representative Government in Nova Scotia (Democracy 250).

- Key Initiative 11 – Developing Next Steps for the Community Historical Recognition Program and the National Historical Recognition Program.

-  Key Initiative 12 – Moving Forward on the Global Centre for Pluralism.

- Key Initiative 14 – Investing in Athlete Support, Strategic Opportunities and Promotional Activities in Preparation for the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler.

- Key Initiative 15 – Implementing the Canadian Heritage Sport Fund.

For detailed information on the results achieved under these initiatives, please see Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

For more information on Transfer Payment Programs above $5M, please see Table 3 (Details on Transfer Payment Programs).

## Performance Analysis

**Multiculturalism and Citizen Participation**
Canadians had many opportunities to demonstrate their involvement in Canada's communities and civic life. They participated in educational and engagement initiatives that recognized the importance of diversity in Canada, improved intercultural understanding, and addressed racism and discrimination. Public awareness of multiculturalism was increased through activities that recognized the experiences of ethno-cultural communities affected by historical wartime measures and/or historical immigration restrictions or prohibitions. Management of this file now rests with Citizenship and Immigration Canada.

Canadians' knowledge of their history was broadened by their participation in initiatives commemorating the 400th anniversary of Québec City (the first permanent Francophone settlement in North America) and the 150th anniversary of the Crown Colony of British Columbia. In addition, through the Democracy 250 initiative that marked the 250th anniversary of the establishment of representative government in Nova Scotia, Canadians – especially youth – had opportunities to enhance their knowledge of the importance of Canada's democracy, including sacrifices made by veterans to sustain our democracy.

Canada's strategic interests abroad were broadened and asserted through participation at international expositions, including preparations for the upcoming 2010 exposition in Shanghai, China.

Canadians also had continued access to information on norms and standards for the promotion and protection of human rights in Canada. Through ongoing federal-provincial/territorial consultation, governments were able to take human rights standards into consideration when developing their social policies and programs. In 2008-2009, working with other federal departments, provinces, territories, civil society and Aboriginal organizations, the Department of Canadian Heritage coordinated the development of Canada's first report to the United Nations Human Rights Council under its Universal Periodic Review.

**Sport and 2010 Winter Games**
Sport Canada continued its efforts to increase opportunities for all Canadians to participate in sport, including targeted underrepresented groups. Sport Canada funded Sport Participation Development Initiatives (for individuals both with and without disabilities) and Sport Participation Projects, one of which included an Aboriginal project, and five other non-governmental organizations.

Sport Canada negotiated bilateral agreements on a matching-funds basis with all 13 provincial/territorial governments to advance the goals of the *Canadian Sport Policy*. These agreements support grassroots projects to improve sport participation opportunities for children and youth, Aboriginal peoples and underrepresented groups. Agreements in place in 2008-2009 included 13 Generic agreements, 12 Aboriginal sport agreements and 11 agreements to support

team travel to the North American Indigenous Games (NAIG). In total, Sport Canada provided $6M in funding for the Generic, Aboriginal and NAIG team travel bilateral agreements. The 2008 Arctic Winter Games, with $400K in contributions from Sport Canada, generated approximately $13M in economic activity for the Northwest Territories (80 percent in occurring in Yellowknife), and generated $3.7M in wages and salaries in the Territory.[18] The 2008 North American Indigenous Games, with $3.5M in contributions from Sport Canada, attracted more than 12,000 athletes, cultural participants and spectators to the Cowichan Valley. The total economic activity supported by the event was $34.3M, supporting $12.7M in wages and salaries throughout the province. In the Cowichan Valley, a total of $8.3M in wages and salaries and 254 jobs were supported by the event.[19] Sport Canada also contributed an additional $0.9M for the transportation needs of Aboriginal athletes attending the Games.

The 2010 Federal Secretariat provided support for the 2009 "Aboriginal Athletes in Sport" Poster Series. This poster series aims to increase, inspire and encourage sport participation among Aboriginal peoples in Canada and to celebrate and recognize existing Aboriginal sport athlete role models. The poster series was distributed to all schools in Canada along with lesson starters for educators to develop education planning modules that foster and embrace cultural diversity.

**Aboriginal Communities**
The Department fostered advancements for many aspects of Aboriginal communities, women and youth beyond sports. Grant and contribution agreements with Aboriginal women's organizations gave Aboriginal women access to 45 projects in communities across Canada that focused on cultural development, social development and community engagement, Aboriginal self-government and family violence. Contribution agreements provided funding for Aboriginal youth to have access to programming that incorporates Aboriginal values, cultures and traditional practices into programs and activities designed to help them make positive life choices and improve their social, economic and personal prospects. Some 230 projects supported by youth committees in communities across Canada provided Aboriginal youth with the opportunity to learn about their heritage, culture and identity, and build self-confidence and a sense of pride in being an Aboriginal person, leading to better leadership citizenship skills and ability to fully participate in Canadian society.

A contribution agreement with the National Aboriginal Achievement Foundation provided funding for 34 scholarships to Aboriginal post-secondary students. Career fairs, which included 90 workshops, were held in Iqaluit and Winnipeg and were attended by some 1,300 students in Grades 9 to 12.

Canadian Heritage established a transfer agreement with the National Association of Friendship Centres (NAFC) providing core funding to 116 friendship centre organizations across Canada. This support enabled these centres to serve the urban Aboriginal population through a network of Aboriginal Friendship Centres, whose key activities focused on social development and community engagement through more than 1,167 programs across Canada. A contribution agreement with the National Association of Friendship Centres to administer Young Canada Works for Aboriginal Urban Youth provided employment in friendship centres across Canada to

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[18] Canadian Sport Tourism Alliance.
[19] Canadian Sport Tourism Alliance.

237 summer students. These summer jobs enabled the creation of projects in over 95 communities across Canada that focused on cultural development, social development and community engagement.

**Youth**

Many events and opportunities, including the ones offered by the Internet, allowed youth to connect to one another, to enhance their knowledge of Canada's diversity and to gain new skills and appreciation of community services.

Young Canada Works (YCW), part of the Government-wide Youth Employment Strategy, provided approximately 2,800 youth across Canada with many opportunities to develop their employability and to increase their career-related knowledge and skills in three key sectors of Canadian Heritage investments: official languages, heritage institutions and Aboriginal urban youth. For example, in 2008-2009, YCW enabled the employment of 1,842 summer students and graduates who found work in heritage organizations, which represents an increase of 203 summer jobs over the last year. These summer jobs enabled the creation of projects in over 100 communities across Canada that focused on cultural development, social development and community engagement.

## Benefits for Canadians

Department of Canadian Heritage programs provided opportunities for communities and other organizations to organize cultural and sport events that benefited Canadians by offering them opportunities to better understand Canada's diversity, culture, history symbols and achievements. Official events – both domestic and international – promoted Canadian symbols, values, creativity, innovation and identity. Other investments facilitated participation in sport and cultural activities delivered in French, English and a variety of Aboriginal languages. These and other programs allow Canadians to participate in their communities through civic engagement activities, and help build connections and feelings of national belonging between Canadians.

In addition, Canada's strategic interests abroad were broadened and asserted through participation at international expositions including preparations for the upcoming 2010 exposition in Shanghai, China.

# Conclusion: Results and Lessons Learned

The analysis of results achieved against the planned results indicated in the Department's *2008-2009 Report on Plans and Priorities* shows that the Department has achieved substantial results and is learning from its experiences.

## Corporate Lessons

The Department's qualitative assessment of its overall performance at the Strategic Outcome and Program Activity levels is based upon an assessment of its financial and non-financial narrative results. The Department is committed to improving its results-based management processes going forward. Lessons learned from previous years have helped the Department to improve its future Program Activity Architecture (PAA) and to implement a more robust Performance Measurement Framework (PMF) for 2009-2010. The 2009-2010 PAA and accompanying PMF were approved in November 2008 and became effective on April 1, 2009. This new PAA contains 3 Strategic Outcomes and 8 Program Activities:

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**Strategic Outcome 1: Canadian artistic expressions and cultural content are created and accessible at home and abroad.**
- Program Activity 1: Arts
- Program Activity 2: Cultural Industries
- Program Activity 3: Heritage

**Strategic Outcome 2: Canadians have a sense of their Canadian identity.**
- Program Activity 4: Promotion and Attachment to Canada
- Program Activity 5: Engagement and Inclusion
- Program Activity 6: Official Languages

**Strategic Outcome 3: Canadians participate and excel in sport.**
- Program Activity 7: Sport

**Program Activity 8: Internal Services**

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This new structure will facilitate future reporting.

The Department has noted evaluations as a valuable source of input that contribute to strengthening the PAA and PMF through ongoing support and advice on the Department's PMF and individual program policy initiatives or program measurement strategies. Several programs are redesigning their performance measurement strategies and are improving data collection of performance measures (detailed information on audits and evaluations is available online in Tables 9 and 10 at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm or http://www.tbs-sct.gc.ca/est-pre/estime.asp).

A Corporate Risk Profile is updated regularly and branch business plans, as well as the *2009-2010 Integrated Business and Human Resources Plan*, prepared in 2008-2009, identify risks and mitigation measures.

## Key Initiative Level

Details on the results of each Program Activity and related Key Initiatives can be found in Appendix A online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

The Department has achieved most of its planned results at the Key Initiative level for 2008-2009:
- 85.71% of Key Initiatives were met*;
- 4.76% of Key Initiatives were mostly met*; and
- 9.52% of Key Initiatives were partially met*.

The following table provides a breakdown of the status of the Key Initiatives by Strategic Outcome and Program Activity.

**Canadian Heritage, Performance Status of Key Initiatives, 2008-2009***

| | Key Initiatives (KI) | Met* | Mostly met* | Partially met* | Changed * | Total |
|---|---|---|---|---|---|---|
| **Strategic Outcome 1: Canadians express and share their diverse cultural experiences with each other and with the world** | | | | | | |
| Program Activities 1, 2, 3, 4 | KI 1, 2, 3, 4, 5 14, 15 | 6 | 0 | 1 | 0 | 7 |
| **Strategic Outcome 2: Canada is an inclusive society built on inter-cultural understanding and citizen participation** | | | | | | |
| Program Activities 5, 6, 7 | KI 6, 7, 8, 9, 10, 11, 12 , 13 | 7 | 0 | 1 | 0 | 8 |
| **Program Activity 8, Internal Services** | | | | | | |
| Program Activity 8 (Management) | KI 16, 17, 18a, 18b, 18c, 18d | 5 | 1 | 0 | 0 | 6 |
| **TOTAL (all Program Activities)** | | 18 | 1 | 2 | 0 | 21 |
| Percentage | | 85.71% | 4.76% | 9.52% | Nil | 100% |

\* Met: All planned results as indicated in the *Report on Plans and Priorities 2008-2009* were achieved.
\* Mostly met: 80 to 99% of planned results were achieved.
\* Partially met: Less than 80% of planned results were achieved.
\* Changed: Planned result was changed.

## Program Level

Canadian Heritage programs and activities have achieved tangible results for Canadians. The Department remains flexible to meet the challenge of adapting its programs and policies to reflect the evolving economic, demographic and technological environment. For example, substantial effort has been invested in reviewing the suite of arts and culture programs delivered by the Department to respond more effectively to the new Canadian context. It is a context characterized by significant demographic transformation, rising economic pressures, and rapid technological change that is having a profound effect on the ways in which Canadians engage with and express their culture. As a consequence, Canadians' expectations have also changed, and responsiveness has also meant the need for the Department to adopt more varied and flexible delivery approaches. Such lessons have shaped the work undertaken in 2008-2009, and will have important impacts moving forward.

The past year has also seen culmination points in the Department's role as coordinator of large and complex federal initiatives, including the 2010 Winter Games, the celebrations of the 400th anniversary of Québec City, and the *Roadmap for Canada's Linguistic Duality*. These activities have drawn on existing capacities of the organization as a federal leader in horizontal coordination and event management, and have strengthened the Department's expertise in this regard. Lessons learned continue to be applied as preparations for the 2010 Winter Games are now in final phases and as other opportunities approach, such as Canada's presence at the International Exposition in Shanghai, China in 2010. Moreover, the expertise developed at Canadian Heritage has been shared with federal colleagues and has helped to reinforce overall federal capacities for collaborative projects as the Government of Canada responds to a context requiring increasing horizontality and collaboration.
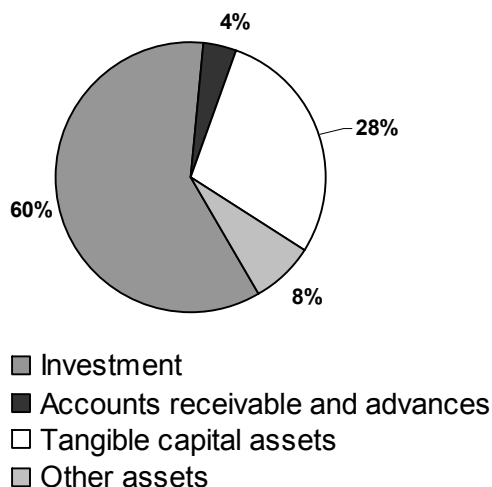
# SECTION III – Supplementary Information

## 3.1 Financial Highlights

The financial highlights presented within this Departmental Performance Report are intended to serve as a general overview of Canadian Heritage's financial position and operations. The unaudited financial statements are prepared in accordance with accrual accounting principles. The supplementary information presented in the financial tables in this report was prepared on a modified cash basis of accounting in order to be consistent with appropriations-based reporting.

| (in thousands of dollars) | Change in % | 2009 | 2008 |
|---|---|---|---|
| **As at March 31** <br> **Condensed Statement of Financial Position** | | | |
| ASSETS | | | |
| Financial Assets | -23 | 35,191 | 45,502 |
| Non-Financial Assets | -1 | 19,820 | 19,975 |
| **TOTAL** | **-16** | **55,011** | **65,477** |
| LIABILITIES | | | |
| Total Liabilities | 10 | 630,172 | 574,176 |
| EQUITY | | | |
| Total Equity | 13 | (575,161) | (508,699) |
| **TOTAL LIABILITIES & EQUITY** | **-16** | **55,011** | **65,477** |
| **For the year ended March 31** <br> **Condensed Statement of Operations** | | | |
| EXPENSES | | | |
| Transfer Payments | -1 | 1,092,109 | 1,107,754 |
| Operating Expenses | 9 | 337,111 | 310,115 |
| **Total Expenses** | **1** | **1,429,220** | **1,417,869** |
| REVENUES | | | |
| Total Revenues | 1 | 69,465 | 69,010 |
| **NET COST OF OPERATIONS** | **1** | **1,359,755** | **1,348,859** |

## Assets by Type



4%

28%

60%

8%

- ◻ Investment
- ◼ Accounts receivable and advances
- ☐ Tangible capital assets
- ◻ Other assets

Total assets were $55M at the end of 2008-2009, a decrease of $10.5M (16 percent) versus last year's total assets. Decreases of receivables for unexpended balances from advances of transfer payments and receivables from other Government departments explained the variance.

The investment of $33M in the Canadian Broadcasting Corporation, which resulted from advances made to the Corporation between 1961 and 1981, continued to be the largest asset component, representing 60 percent of assets.

## Liabilities by Type



7%

1%

92%

- ☐ Accounts payable and accrued liabilities
- ◼ Employee future benefits
- ☐ Other liabilities
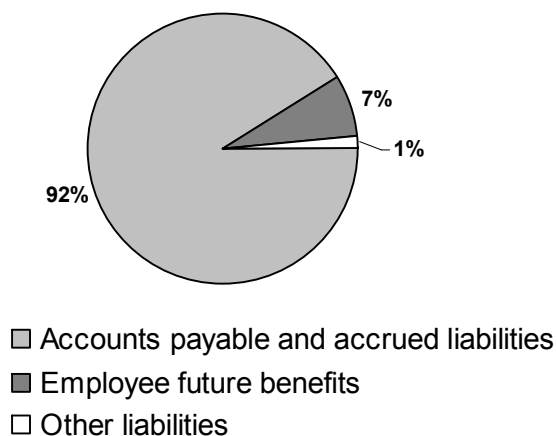
Total liabilities were $630.2M at the end of 2008-2009, an increase of $56M (9.75 percent) versus last year's total liabilities. The increase was explained by new accounts payable for specific grants and contributions programs, and payables due to the ratification of the PSAC collective agreement. Increases in rates established by Treasury Board for the calculation of severance benefits and payroll explained the increase in liability for employee future benefits.

Accounts payable and accrued liabilities are the largest component of liabilities. Together they represent 92 percent of total liabilities.
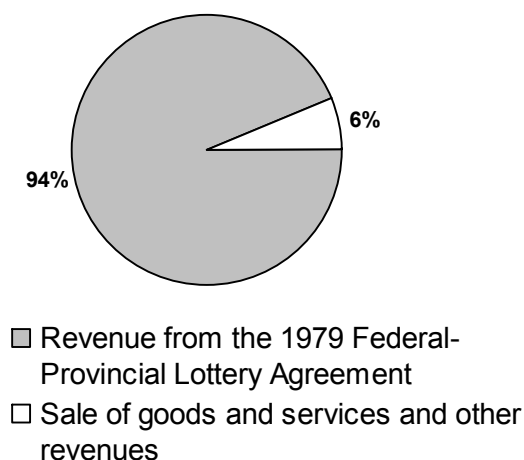
## Expenses by Type



- 16%
- 7%
- 77%

☐ Transfer payments
■ Salaries and employee benefits
☐ Other operating expenses
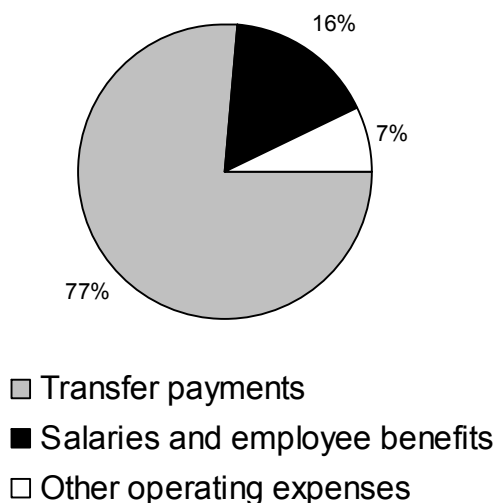
Total expenses were $1,429M for 2008-2009, an increase of $11.3M (0.8 percent) versus last year's total expenses. Transfer payment expenses remained stable, taking into account increases and decreases of certain grants and contributions programs. Increase of salaries and employee benefits expenses was explained by the ratification of the PSAC collective agreement and an increase in the number of employees.

Major expense areas include transfer payments (77 percent) and salaries and employee benefits (16 percent).

## Revenues by Type



- 6%
- 94%

☐ Revenue from the 1979 Federal-Provincial Lottery Agreement
☐ Sale of goods and services and other revenues

Total revenues were $69.5M at the end of 2008-2009, an increase of $455,000 (0.66 percent) versus last year's total revenues.

The revenue from the 1979 Federal-Provincial Lottery Agreement, totalling $65M in 2009, accounted for 94 percent of the revenues. As stipulated in the Agreement, the amount received annually is adjusted to reflect inflation.

Full Financial Statements of the Department of Canadian Heritage for 2008-2009 are available at: http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

# 3.2 Supplementary Information Tables

All electronic supplementary information tables for this *2008-2009 Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat's Web site at: http://www.tbs-sct.gc.ca/est-pre/estime.asp and on Canadian Heritage Web site at: http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

Table 1:       Sources of Respendable and Non-Respendable Revenue
Table 2:       User Fees/External Fees
Table 3:       Details on Transfer Payment Programs
Table 4:       Up-Front Multi-Year Funding
Table 5:       Horizontal Initiatives
Table 6:       Sustainable Development Strategy
Table 7:       Green Procurement
Table 8:       Response to Parliamentary Committees and External Audits
Table 9:       Internal Audits
Table 10:      Evaluations

**Summary of Table 3: Canadian Heritage, List of Transfer Payments Programs of more than $5M, 2008-2009 – Actual Spending**

| Name of Transfer Payment Programs (above $5 million) | Amount of Grants ($ millions) | Amount of Contributions ($ millions) | Total ($ millions) |
|---|---|---|---|
| Aboriginal Peoples' Program (including Young Canada Works) | 0.6 | 56.8 | 57.4 |
| Community Historical Recognition Program | 0.0 | 0.0 | 0.0 |
| Arts Presentation Canada Program | 5.8 | 24.1 | 29.9 |
| Athlete Assistance Program | 26.5 | 0.0 | 26.5 |
| Book Publishing Industry Development Program | 0.0 | 36.2 | 36.2 |
| Building Communities through Arts and Heritage | 4.4 | 2.4 | 6.8 |
| Canada Magazine Fund | 0.0 | 14.3 | 14.3 |
| Canada Music Fund | 0.0 | 25.0 | 25.0 |
| Canada New Media Fund | 0.0 | 14.5 | 14.5 |
| Canadian Arts and Heritage Sustainability Program | 15.9 | 8.4 | 24.3 |
| Canadian Culture Online Program | 0.0 | 13.1 | 13.1 |
| Contribution in support of Canadian Television Fund | 0.0 | 120.0 | 120.0 |
| Celebration, Commemoration and Learning Program | 3.6 | 42.2 | 45.8 |
| Cultural Spaces Canada | 0.5 | 28.7 | 29.2 |
| Development of Official-Language Communities Program | 7.7 | 224.4 | 232.1 |
| Enhancement of Official Languages Program (including Young Canada Works) | 1.3 | 120.2 | 121.5 |
| Exchanges Canada Program | 0.0 | 18.5 | 18.5 |
| Grants/Contributions to TV5 Program | 4.4 | 2.6 | 7.0 |
| Hosting Program | 0.0 | 44.5 | 44.5 |
| Katimavik Program | 0.0 | 19.0 | 19.0 |
| Multiculturalism Program | 0.2 | 4.0 | 4.2 |
| Museum Assistance Program (including Young Canada Works) | 2.0 | 11.9 | 13.9 |
| National Arts Training Contribution Program | 0.0 | 18.4 | 18.4 |
| Publication Assistance Program | 45.4 | 0.0 | 45.4 |
| Sport Support Program | 0.0 | 111.9 | 111.9 |
| **Total** | 118.3 | 961.1 | 1079.4 |

# 3.3 Other Items of Interest

## 3.3.1 Accountability Structure

| Canadian Heritage Department<br>Accountability for the Strategic Outcomes (effective in 2008-2009) | |
| --- | --- |
| Minister of Canadian Heritage and Official Languages | *The Honourable James Moore* |
| Minister of State (Status of Women) | *The Honourable Helena Guergis* |
| Minister of State (Sport) | *The Honourable Gary Lunn* |
| Deputy Minister | *Judith A. LaRocque* |
| Associate Deputy Minister | *Susan Peterson* |
| Executive Committee | *Decision-making body chaired by the Deputy Minister; the Associate Deputy Minister, Assistant Deputy Ministers and Corporate Secretary are members.* |
| Accountabilities for the Program Activity Architecture | |
| Assistant Deputy Minister, Cultural Affairs | *Jean-Pierre Blais* |
| Assistant Deputy Minister, Citizenship and Heritage | *Diane Fulford* |
| Assistant Deputy Minister, International and Intergovernmental Affairs and Sport | *Marie-Geneviève Mounier* |
| Assistant Deputy Minister, Public and Regional Affairs | *Nicole Bourget* |
| A/Assistant Deputy Minister, Planning and Corporate Affairs | *Tom Scrimger* |

Each Assistant Deputy Minister is accountable for managing his/her Sector and shares the accountability for the delivery of results associated with the seven departmental Program Activities as set out in the Program Activity Architecture. This model fosters collaboration among sectors. Directors General, Regional Executive Directors, Directors and Managers are accountable for Program Sub-Activities, and Program Sub-Sub-Activities and report to their respective Assistant Deputy Minister.

## 3.3.2 Governance

The governance structure of the Department of Canadian Heritage remains the same as in 2007-2008 (see: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/inst/pch/pch04-eng.asp#a29). Decisions are made through three levels of governance committees.

*Management Level 1 – The Decision-making Committees:* Executive Committee; Talent Management Board; and the Departmental Audit Committee.

*Management Level 2 – The Operational Committees (Chaired by the Deputy Minister or by the Associate Deputy Minister):* Communications and Coordination Committee; Strategic Policy, Planning and Evaluation Committee; Operations and Management Committee.

*Management Level 3 – The Advisory Committees:* Policy Committee; Integrated Planning and Evaluation Committee; Human Resources and Workplace Management Advisory Committee; Finance Committee; Information Management and Information Technology (IM/IT) Committee; Program Management and Service Delivery Committee; and Legal Services Planning and Priorities Committee.

## 3.3.3 Departmental Support for Portfolio Management

The role of the Portfolio Affairs Office remains the same as in 2007-2008 (see: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/inst/pch/pch04-eng.asp#a32).

The Portfolio Affairs Office assists the Minister and Deputy Minister in carrying out their portfolio responsibilities and supporting the Government's agenda. It provides a "single window" on the Portfolio to integrate policy, planning, reporting, renewal of financial resources, central agencies coordination, appointments, governance and communications related to the Canadian Heritage portfolio organizations.

## 3.3.4 Role of Regions

The role of the regions remains the same as in 2007-2008 (see: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/inst/pch/pch04-eng.asp#a33).

In addition to its headquarters in Gatineau Québec, the Department connects with Canadians through five regional offices and 20 points of service across Canada as well as through its Web site. These offices serve a wide range of client organizations at the community level by managing certain grants and contribution programs.

## 3.3.5 Internal Services

Internal Services are covered under Program Activity 8. In 2008-2009, one of the priorities was to strengthen management practices (Priority 5). Results of this priority are summarized in Section 1.2.2 of this Report. The Department planned to review and continually adjust its corporate management infrastructure and its governance structure to respond to new requirements regarding results-based management, comptrollership, risk management, internal audit and evaluation, service delivery, public service modernization, governance and accountability.

**Key Initiatives involved in Priority 5 were the following:**

- Key Initiative 16 – Implementing the Department of Canadian Heritage's Action Plan Supporting Blue Ribbon Panel Conclusions.
- Key Initiative 17 – Public Service Renewal.
- Key Initiative 18 – Canadian Heritage Management Accountability Framework Action Plan.
  - a) Results-based Management
  - b) Integrated Risk Management – Initiatives related to Risk Assessment and Management in Operations and/or in Corporate Decision Making
  - c) Internal Audit – Implementing the New Treasury Board Policy on Internal Audit and Contributing to Strengthening Accountability in the Department
  - d) Shared Services and Information Management/Information Technology (IM/IT)

**Additional Information**

These Key Initiatives were met. Details on results of these Key Initiatives can be found online in Appendix A at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

## 3.3.6 Hyperlinks to Canadian Heritage Web site

http://www.pch.gc.ca/index-eng.cfm

⊕ Legislation related to Canadian Heritage

⊕ Portfolio Crown corporations and other organizations

⊕ Regional offices

⊕ Canadian Heritage, *Intersections: Navigating the Cultural Landscape*, *Cultural Affairs Sector 2007-2008 Annual Report*

http://www.pch.gc.ca/pc-ch/org/sectr/ac-ca/pblctns/anl-rpt/2007-2008/index-eng.cfm

http://www.pch.gc.ca/pc-ch/org/sectr/ac-ca/pblctns/anl-rpt/2007-2008/index-fra.cfm

## Appendix A

Detailed Information on the Results of Key Initiatives is available online only at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

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