

Canadian Heritage

2007-2008 Estimates

Part III *Report on Plans
and Priorities*



The Honourable Beverley J. Oda, P.C., M.P.
Minister of Canadian Heritage and
Status of Women

Canada 

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SECTION I

Departmental Overview



Ministers' Messages

Minister of Canadian Heritage
and Status of Women



Ministre du Patrimoine canadien
et de la Condition féminine

Ottawa, Canada K1A 0M5

The Canadian Heritage plans and priorities for 2007-2008 demonstrate the fundamental role played by the Department in the lives of Canadians. The Department supports the development and promotion of arts and culture, sport, national celebrations, citizen participation in society, as well as the growth of industries such as broadcasting, sound recording, publishing, film and new media.



Supporting arts, cultural, and heritage activities is key to building vibrant communities where creativity and innovation thrive. This is fundamental to the vitality and well being of communities and individuals across the country.

As Minister of Canadian Heritage, I recognize the key role that our museums play in preserving our heritage and history. Canada's museum collections are growing and becoming more challenging to conserve, manage and interpret. In 2007-2008, the Department will focus on our national museums and on defining its role with respect to non-federal museums.

Today's communications and technological environment is changing rapidly, bringing new challenges and opportunities. The Department will utilize the December 2006 CRTC report *The Future Environment Facing the Canadian Broadcasting System* to inform it in its policy development. A proper balance protecting the rights of creators and giving Canadians access to their works will be the goal as we work with Industry Canada in amending the *Copyright Act*.

The Government of Canada is committed to pursuing its goal of recognition of the historical experiences of ethno-cultural communities impacted by wartime measures of immigration restrictions that are not consistent with values held by Canadians today. The Department continues to identify the barriers to social, economic, and cultural participation to ensure that Canadian principles of equality and mutual respect with regard to race, national or ethnic origin, and religion are realized.

In 2008, we will celebrate the 400th anniversary of Québec City, the first French-speaking settlement in North America. I intend to work with my colleague, the Minister of International Cooperation and Minister for La Francophonie and Official Languages, to make this a national celebration.

We are preparing to highlight Canada's achievements and excellence at many international events such as the 2010 World Expo in Shanghai, as well as at the 2010 Olympic and Paralympic Winter Games. I am pleased to work with the Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, towards successful Olympics.

Together with my fellow ministers, as well as the Secretary of State (Foreign Affairs and International Trade) (Sport) and the Secretary of State (Multiculturalism and Canadian Identity), I intend to ensure that the Department of Canadian Heritage continues to help build a strong united Canada.

Beverley J. Oda

Message from the Minister of International Trade and Minister for the Pacific Gateway
and the Vancouver-Whistler Olympics

As Minister for the Vancouver-Whistler Olympics, I look forward, with all Canadians, to welcoming the world to Canada in 2010.

The Olympic and Paralympic Games will enable Canada to attract the attention of the world and allow us to share our culture, our history, our accomplishments and our values.

The Government of Canada is fully aware of the extraordinary opportunities that the Games offer our country. There is no doubt that the 2010 Games will leave a legacy of sport facilities and programs that will benefit all Canadians for years to come. What's more, they will yield significant economic benefits, as well as social benefits in such forms as the promotion of volunteerism, sport and physical activity, as well as the participation of Aboriginal peoples.

This is why the Government of Canada has invested so far more than \$500 million to organize the 2010 Olympic and Paralympic Winter Games. During the coming months and years, we will work in close cooperation with our partners in order to promote the Games throughout the country and around the world, while work goes on to prepare the sites where competitions will be held and sport delegations will be housed.

In a little under three years, we will welcome the entire world to the Games, making all Canadians proud. As Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, I am certain that we are up to the challenge of making the 2010 Games a success in every respect.

David Emerson

Message from the Minister of International Cooperation and
Minister for La Francophonie and Official Languages

Our country is known around the world for the richness of its culture and its linguistic duality. The Government of Canada is fully aware of this richness and is committed to striving toward the ideal of a Canada in which all citizens can live and flourish in English as well as French.

The Government in which I serve is determined to build bridges among Canadians throughout our country and to encourage mutual understanding; this in turn will help to build a stronger, more united Canada. Linguistic duality is at the heart of the values that make Canada a country in which respect for diversity is inherent and flourishing. I will also work with civil society partners throughout Canada to increase support for bilingualism in order to ensure that future generations can fully benefit from this great heritage. For my part, I will continue working with the provinces and territories to ensure that young Canadians living in a minority setting have access to quality education in their language and that, by 2013, we double the number of young Canadians able to converse in both languages. Part of our efforts will also be dedicated to nurturing vibrant minority official language communities so that they have all the tools they need to contribute fully to our society.

The official languages file is horizontal by nature, involving some 200 federal institutions. The Department of Canadian Heritage plays a leading role, as is shown by the *Report on Plans and Priorities* for 2007-2008. The report highlights what we intend to do concerning the promotion of linguistic duality, second language teaching and support for official-language minority communities. In accordance with the *Federal Accountability Act*, I wish to focus on the achievement of concrete results and measurable objectives for official languages.

In my role of providing horizontal coordination, I am working in close cooperation with all my Cabinet colleagues to ensure that linguistic duality is an integral part of decision-making, policy-making and program design.

In 2008, Canada will celebrate the 400th anniversary of Québec City. Proud of the importance of the Canadian francophone community in this country, the Government of Canada is a leading partner in this important event. Quebecers are pleased to welcome people from all over Canada and the world to celebrate our heritage in Québec City in 2008. I can assure you that from now until the festivities begin in less than a year, I will continue to offer unflagging support for the organization of the anniversary of my city's founding.

I am pleased to work together with my colleague, Minister of Canadian Heritage and Status of Women Beverley J. Oda, for the growth of English- and French-speaking communities across the country. As Minister of International Cooperation and Minister for La Francophonie and Official Languages, I begin the year 2007-2008 with the intention of breathing new life into efforts to promote and strengthen the Canadian Francophonie and our official languages, one of Canada's strengths today and in the years to come.

Josée Verner

Management Representation Statement

I submit for tabling in Parliament, the *2007-2008 Report on Plans and Priorities* (RPP) for the Department of Canadian Heritage.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Judith A. LaRocque
Deputy Minister

Date

Operating Environment

Mandate, Roles and Responsibilities

Canadian Heritage is responsible for the federal government's role with respect to arts, culture, sport, and citizen participation.

The Department and its legislative mandate are established under the *Canadian Heritage Act*. Other specific Acts fall under the Department.

The Minister of Canadian Heritage and Status of Women, the Honourable Beverley J. Oda, is assisted by other ministers and secretaries of state with responsibilities related to Canadian Heritage:

- the Honourable David Emerson, Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics;
- the Honourable Josée Verner, Minister of International Cooperation and Minister for La Francophonie and Official Languages;
- the Honourable Helena Guergis, Secretary of State (Foreign Affairs and International Trade) (Sport); and
- the Honourable Jason Kenney, Secretary of State (Multiculturalism and Canadian Identity).

The *Department of Canadian Heritage Act* sets out the Department's role and responsibilities in the areas of "Canadian identity and values, cultural development, and heritage". These responsibilities explicitly include:

- the promotion of a greater understanding of human rights, fundamental freedoms and related values;
- multiculturalism;
- the arts, including cultural aspects of the status of the artist;
- cultural heritage and industries, including performing arts, visual and audio-visual arts, publishing, sound recording, film, video and literature;
- the encouragement, promotion and development of amateur sport;
- the advancement of the equality of status and use of English and French and the enhancement and development of the English and French linguistic minority communities in Canada;

- state ceremonial and Canadian symbols;
- broadcasting, except with respect to spectrum management and the technical aspects of broadcasting;
- the formulation of cultural policy, including the formulation of cultural policy as it relates to foreign investment and copyright;
- the conservation, exportation and importation of cultural property; and
- national museums, archives and libraries.

The Department connects with Canadians through 5 regional offices and 22 points of service located across the country and through its Web site: (<http://www.pch.gc.ca>). In addition, the Department connects internationally through five Cultural Trade Development Officers located outside the country in strategic areas to stimulate international cultural trade.

Canadian Heritage Portfolio

The Canadian Heritage Portfolio, including the Department and 18 other organizations, plays a central role in supporting cultural and civic activities in Canada. The Portfolio agencies and Crown corporations are among the key Canadian institutions that support cultural and artistic expression: creating, promoting, regulating and disseminating Canadian choices to Canadians; and preserving and protecting Canada's culture and shared history.

The Canadian Heritage Portfolio is comprised of:

- the Department of Canadian Heritage, including the Canadian Conservation Institute and the Canadian Heritage Information Network;
- nine Crown corporations: the Canada Council for the Arts, the Canada Science and Technology Museum Corporation (including the Canada Agriculture Museum and the Canada Aviation Museum), the Canadian Broadcasting Corporation, Telefilm Canada, the Canadian Museum of Civilization Corporation (including the Canadian War Museum), the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre and the National Gallery of Canada (including the Canadian Museum of Contemporary Photography);
- five agencies: the Canadian Radio-television and Telecommunications Commission (an independent regulatory agency), Library and Archives Canada, the National Battlefields Commission, the National Film Board of Canada and Status of Women Canada;
- three public service organizations: the Public Service Commission of Canada, the Public Service Labour Relations Board and the Public Service Staffing Tribunal; and
- the Canadian Cultural Property Export Review Board, an administrative tribunal for which the Department serves as Secretariat.

The Department and each agency produce an individual Report on Plans and Priorities. The Crown corporations prepare corporate plans, the summaries of which are tabled in Parliament or are subject to the accountability requirements of their enabling legislation.

The Minister of Canadian Heritage and Status of Women is responsible for ensuring that the major orientations of the agencies and Crown corporations within the portfolio support the government's priorities. The Minister is also responsible to Parliament for the resources allocated to all organizations in the Portfolio.

Summary Information

Raison d'être

The Department of Canadian Heritage seeks to contribute to a cohesive and creative Canada in which all Canadians have opportunities to participate in the nation's cultural and civic life. The Department's two interrelated strategic outcomes that support its mission are:

- Canadians express and share their diverse cultural experiences with each other and the world; and
- Canadians live in an inclusive society built on intercultural understanding and citizen participation.

Canadian Heritage's strategic outcomes shape the policies, programs and services it offers to Canadians. The outcomes are intricately linked to the Government of Canada outcomes related to strengthening Canada's social foundations. As stated in *Canada's Performance Report 2006*, these are:

- a diverse society that promotes linguistic duality and social inclusion; and
- a vibrant Canadian culture and heritage.

Resources of the Department of Canadian Heritage

	2007-2008	2008-2009	2009-2010
Financial resources (in millions of dollars)	1,382.0	1,307.2	1,161.4
Human resources (in full-time equivalents)	2 299	2 287	2 281

SECTION II

Detailed Plans by Priority



Introduction

Section II of the Report provides a description of each departmental priority and the details on the key initiatives in each of the priority areas.

Departmental Priorities and Key Initiatives at a Glance

<i>Priority</i>	<i>Type¹</i>	<i>Key initiatives</i>
Audio-Visual Policy Framework	Ongoing	Responding to the Evolving Canadian Broadcasting Environment Canadian Feature Film Policy Audio-visual Institutional Renewal: Telefilm Canada and National Film Board Centralization of Canadian Content Certification International Audio-Visual Co-Production Framework
Focused Arts and Cultural Policies	Previously committed	Copyright Reform Canadian Periodical Policy Canadian Content Online
Canada's Heritage	Previously committed	Canada's Museums Strengthening Protection of Cultural Heritage through the <i>Cultural Property Export and Import Act</i> Virtual Museum of Canada: Strategies for Enhancement and Increased Participation Canadian Conservation Institute: New approaches to Service Delivery Exhibits and Collections Knowledge Exchange: Strategies for Enhancement and Growth 400 th Anniversary of Québec City in 2008
An Inclusive and Participatory Society	Previously committed	Second-language Learning Agreements Development of Official-Language Minority Communities Enhanced Multiculturalism Initiatives to Address Barriers and Increase Participation <i>Canada's Action Plan Against Racism</i> Historical Recognition Sustainability of Aboriginal Friendship Centres

¹ As per the TBS *Guide to the Preparation of Part III of the 2007-2008 Estimates* (p. 21), the priorities should be identified as **new**; **ongoing**; or **previously committed**.

Canada's Cultural Interests Abroad	Previously committed	Strengthening the Cultural Sector Internationally through Increased Cultural Exports Implementation of UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions Shanghai 2010 and Canada's Participation in International Expositions
Aboriginal Languages and Cultures	Previously committed	First Nations, Inuit and Métis Languages
Sport Development	Previously committed	Federal Policy for Hosting International Sport Events Response to the <i>Road to Excellence</i> Plan
2010 Olympic and Paralympic Winter Games	Previously committed	2010 Games: Strategic Opportunities Initiative

Overview of Departmental Priorities

At the turn of the 21st century, Canada, like many other countries, is experiencing major technological, economic and demographic changes.

The impacts of globalization are now very visible and can be seen in the growing diversity of Canadians and their backgrounds, population mobility, where the products we buy come from, and the access we have to the world's many cultures with just the click of a mouse. The world is changing rapidly, and technologies are constantly evolving.

In this context, the Department of Canadian Heritage seeks to make Canada a place with an active and inclusive cultural and civic life. By taking into account and even anticipating these changes, the Department is continually reviewing and adjusting its programs and policies to ensure that they meet the needs of Canadians.

In order to achieve this, the Department's programs and policies are guided by these considerations:

- responding to the needs of Canadians;
- setting objectives and outcomes that are clear;
- offering real value to Canadians; and
- ensuring efficient and responsible management.

In light of these considerations, eight priorities for the Department have been identified to respond more effectively to current and future challenges:

- Audio-Visual Policy Framework;
- Focused Arts and Cultural Policies;
- Canada's Heritage;
- An Inclusive and Participatory Society;
- Canada's Cultural Interests Abroad;
- Aboriginal Languages and Cultures;
- Sport Development; and
- 2010 Olympic and Paralympic Winter Games.

Audio-Visual Policy Framework

Context:

Rapid changes in technology and market forces profoundly transform the way Canadian cultural products are created, disseminated and consumed. Evolving digital and other technologies, as well as radically different distribution platforms and industry convergence, have placed stress on legislation, policies and regulatory institutions that were designed for an environment of the past. Citizens, consumers and industry all need an audio-visual policy framework that responds to today's realities and also meets future challenges.

Activities this year will focus on strengthening the Canadian audio-visual framework by improving the management and efficiency of federal institutions and policies. Key elements of this initiative will review the support given to cultural creators, producers and distributors, in reaching Canadians and the world, and in providing top-quality programming and services. Better use of complementary public and private contribution towards building a sustainable production industry will allow for ongoing access to Canadian content.

Actions:

- reviewing the CRTC report of December 2006 on the impact of evolving technologies on the broadcasting industry and consumer behaviour, then developing a coordinated approach for the necessary regulatory framework, and stabilizing support for production of Canadian content;
- reviewing and adjusting the Canadian Feature Film Policy;
- reviewing and modernizing the legislation for Telefilm Canada and the National Film Board;
- centralizing Canadian content certification for audio-visual products; and
- developing a new international audio-visual co-production framework.

Focused Arts and Cultural Policies

Context:

The arts and cultural sector is not exempt from the impact of technological changes. These changes provide artists with new mediums and give creators the opportunity to experiment. They enable them to reach audiences in real time, without going through a third party. However, even though technological advances open the way for innovation and renewed creativity, they do bring with them challenges for the arts and cultural community and for government, especially in terms of balancing the rights of creators and consumers. The Department continues to enhance its arts and cultural policies.

Actions:

- reforming copyright;
- reviewing the Canadian periodical policy framework; and
- reviewing the Canadian Culture Online Strategy.

Canada's Heritage*Context:*

Museums have a duty to preserve their collections, to regularly renew their exhibitions, to use cutting-edge communications technologies and to try to reach new audiences. They help forge a common Canadian identity and link the various communities who have played and continue to play an important role in the social fabric of our country.

The Department needs to ensure that its legislative, policy and program instruments continue to be effective in achieving federal heritage objectives in response to the changing needs of museums and other heritage institutions.

In addition to assistance to museums and other organizations, the Department also has an important role in helping to support celebrations and commemorations to mark key events in Canada's history and in recognizing significant items in the history of our country.

Actions:

- developing a renewed federal vision for museums in the 21st century;
- strengthening protection of cultural heritage by reviewing requirements of the *Cultural Property Import and Export Act*;
- developing collaborative online space for museums to engage Canadians in interactive learning;
- implementing new approaches for the delivery of services by the Canadian Conservation Institute;
- facilitating access to Canadian cultural heritage through the exchange of artefacts and travelling exhibitions in Canada;
- increasing learning content in the "Knowledge Exchange," the online space for museum professionals and volunteers; and
- supporting the 400th anniversary of Quebec City in 2008.

An Inclusive and Participatory Society

Context:

Canadians, whether they are newcomers or born in Canada, contribute to the growing linguistic, cultural and religious diversity of our society. This diversity holds tremendous potential in terms of economic competitiveness, cultural wealth and Canada's international image, but it also creates challenges because of the risk of polarization and fragmentation among these communities, particularly in major urban centres.

While many members of ethno-cultural/racial communities fully participate in all aspects of Canadian life, others encounter barriers to their full social, economic and cultural participation. By means of its programs and initiatives, the Department of Canadian Heritage is working to identify these barriers. The Department uses a number of approaches: combating racism; promoting multiculturalism; supporting second-language learning; and fostering intercultural understanding through better knowledge of ethno-cultural/racial communities' history and contribution to Canada or through strengthened links between communities.

Actions:

- advancing agreements in support of second-language learning;
- fostering the development of official-language minority communities;
- encouraging greater participation by ethno-cultural/racial communities through targeted initiatives and effective partnerships with federal institutions;
- continuing to implement *Canada's Action Plan Against Racism*;
- raising community and public awareness about historical recognition programs; and
- developing and implementing a business plan to ensure that Aboriginal Friendship Centres are sustainable in the long term.

Canada's Cultural Interests Abroad

Context:

Canada's athletes, artists and creators are international ambassadors who showcase Canada to the world. Today's globally integrated economy and society requires greater international engagement by the Department of Canadian Heritage to achieve domestic objectives and promote the interests of Canada abroad. Increasingly, domestic issues such as building our cultural industries, improving export performance, or creating a fair competitive environment for our athletes, require global solutions. Moreover, the border between domestic and international affairs is blurred by changes resulting from globalization and technological

advances, and by global migration and increased diversity at home and abroad. These global trends have a direct impact on Canada's cultural and sport policies and programs.

To meet these challenges, Canadian Heritage is committed to working in close cooperation with the Department of Foreign Affairs and International Trade to lead initiatives to support its key international objectives, to showcase Canadian excellence abroad, to expand foreign opportunities for Canadian cultural trade and expertise, to ensure effective representation of Canadian cultural interests and policy in international trade negotiations, to promote the importance of the diversity of cultural expressions, and to foster democracy and pluralism by sharing Canadian experiences and best practices in the areas of culture, sport, identity, and governance.

Actions:

- implementing the cultural trade strategy;
- promoting the widespread and timely ratification of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions; and
- planning Canada's participation in the international exposition in Shanghai in 2010.

Aboriginal Languages and Cultures

Context:

Language is the cornerstone of cultural identity and survival. The latest studies suggest that, of the more than 50 Aboriginal languages spoken in Canada, only three - Cree, Ojibway and Inuktitut - are considered to be strong enough to survive in the long-term. The remaining languages are in varying states of decline.

In the dialogue between the Government of Canada and Canada's Aboriginal peoples, the importance and the distinct nature of First Nations, Inuit and Métis cultures and languages have long been recognized as an important issue, which requires new approaches.

Action:

- developing new approaches to support Aboriginal languages.

Sport Development

Context:

Sport has the potential to strengthen communities at home and abroad as well as improve health, social inclusion and overall quality of life in Canada. Yet evidence indicates that

Canadians are becoming increasingly sedentary, and are not participating in sport at the same levels they have in the past. In line with the *Department of Canadian Heritage Act*, the *Physical Activity and Sport Act* and the Canadian Sport Policy, the Department seeks to encourage, promote and develop sport in Canada through program support to the sport community and collaborative efforts with the provinces and territories.

Hosting international sport events has significant sport, social, cultural and economic benefits, while providing Canadian athletes access to upgraded facilities, modern equipment and a higher level of competition; it furthers the potential achievement of podium results at both winter and summer Olympic and Paralympic Games, and world championships.

Actions:

- strengthening Canada's approach to hosting international sporting events through the implementation of a national hosting policy; and
- enhancing the sport system to support achievement of podium results at Summer Olympic and Paralympic Games through fair and ethical means.

2010 Olympic and Paralympic Winter Games

Context:

Since the award of the 2010 Winter Games to Vancouver and Whistler in 2003, the Government of Canada has been working with its partners to ensure success. With three years remaining to the Opening Ceremonies, the Government of Canada will continue to work in partnership to ensure that the organization and delivery of the 2010 Winter Games reflect Canadian values and diversity and extend participation opportunities and benefits to Canadians in all regions, making them 'Canada's Games.'

Consistent with the Policy for Hosting International Sport Events, the Government of Canada will provide essential federal services and direct funding support, as hosting the 2010 Winter Games in Vancouver and Whistler will yield significant, net economic, social, sport and cultural benefits to Canadians.

In November 2002, the Government of Canada signed a comprehensive Multiparty Agreement (MPA) with the Vancouver Organizing Committee, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee and the Canadian Paralympic Committee. The MPA sets out the commitments and expectations of all parties, including financial contributions, legal responsibilities (including official languages obligations), and sport legacies.

The Department of Canadian Heritage manages the federal funding for the 2010 Winter Games to ensure the accountable and transparent use of public funds. The Department also acts as a focal point for the Government of Canada's participation by providing leadership,

advice and support to interdepartmental and intergovernmental engagement in the 2010 Winter Games and related initiatives, and ensuring Canada's obligations for the delivery of essential federal services are respected.

Actions:

- leveraging the 2010 Winter Games to advance the interests of Canadians.

Priorities and Key Initiatives

PRIORITY Audio-Visual Policy Framework

The Department of Canadian Heritage will give continued focus to Canada's broadcasting and audio-visual policy. This priority will focus on a range of initiatives to ensure programs related to film and broadcasting are meaningful and reflect changes in new media and evolving technologies, thereby ensuring that Canadians have a current and relevant policy framework.

Responding to the Evolving Canadian Broadcasting Environment

CRTC Report on the Impacts of Technological Change on Canadian Broadcasting

Technology is rapidly changing the broadcasting landscape, leading to the emergence of multi-disciplinary media companies containing, among others, converged telecommunication, broadcasting, film production and print business lines. The Government recognized that in an era of rapid technological change, Canada's broadcasting industry is faced with both challenges and opportunities to explore evolving technologies and ways of accessing their audiences while ensuring Canadians have the programming choices and services they demand. As an important first step towards modernizing Canadian broadcasting policy, pursuant to Section 15 of the *Broadcasting Act*, the Government directed the Canadian Radio-television and Telecommunications Commission (CRTC) to report on the impacts of technological change on Canadian broadcasting as a whole.

On December 14, 2006, the CRTC submitted a report entitled *The Future Environment Facing the Canadian Broadcasting System*. This report is available at: (<http://www.crtc.gc.ca/eng/publications/reports/broadcast/rep061214.pdf>).

Planned results and performance indicators

The CRTC's 150-page report provides a factual synthesis of research and comments from the public and broadcasting stakeholders. It addresses issues of the evolution of audio-visual technologies, their usage by Canadians, and the impact of new platforms and technologies on the Canadian broadcasting system. The report will serve as an environmental scan to inform broadcasting policy decisions regarding the future of the broadcasting system.

*Milestones and timeframe**Year 1: 2007-2008*

Review and examine the issues raised in the CRTC report.

Work with Industry Canada to provide a coordinated approach to regulating the communications sector.

Stabilizing Support for the Production of Canadian Content

Given the new realities facing the broadcasting system, an immediate priority for the Government is to ensure stability in support for the production of Canadian content. Currently both public and private funds flow through the Canadian Television Fund (CTF) to the production sector with the objective of assisting in the creation and broadcast of high-quality, culturally significant Canadian television programs in both official languages during peak viewing hours and to build audiences for these programs. The CTF's annual revenues come from two sources: cable and satellite distributors and the federal government.

The CRTC has established a Task Force to review issues related to the funding of Canadian programming and the governance of the CTF and is expected to report by August 31, 2007. The Department of Canadian Heritage will provide factual information to assist the CRTC in this important work. The Government's objective is to ensure the long-term sustainability of Canadian content production.

More information on the Canadian Television Fund is available at:
http://www.pch.gc.ca/progs/ac-ca/progs/fct-ctf/index_e.cfm.

Planned results and performance indicators

Productions of high-quality, distinctly Canadian television programming will be measured by calculating the number of hours of new Canadian programming developed and produced with CTF support and the number and nature of awards and critical acclaim for CTF-supported productions. The CTF will also report on the success of CTF-supported productions with Canadian audiences, by language and by genre.

*Milestones and timeframe**Years 1 and 2: 2007-2009*

In emphasizing the Government commitment to support the production of Canadian content, the Minister of Canadian Heritage announced on January 26, 2007 the renewal of the Government funding to the CTF for two additional years (2007-2008 and 2008-2009).

Canadian Feature Film Policy

In 2000, the Department of Canadian Heritage established a policy to support Canadian feature films, entitled *From Script to Screen*. A recent independent evaluation of the policy, public opinion polling and the report on the Canadian film industry by the Standing Committee on Canadian Heritage, concluded that the majority of objectives and targets set in the policy were met. However, the success of Canadian feature films has been mixed - French-language films have achieved audience success while English-language films have not achieved the same results. It is clear that French and English feature film markets face different challenges and realities. The Department will continue to work to address these issues through consultations.

Planned results and performance indicators

A plan will be developed to identify factors contributing to the differences in audience success between French and English films and build subsequent changes to existing policy for the coming years.

Milestones and timeframe

Year 1: 2007-2008

Continue consultation with the industry and stakeholders on adjustments to the Canadian Feature Film Policy.

Make adjustments to the Canadian Feature Film Policy.

Audio-visual Institutional Renewal: Telefilm Canada and National Film Board

Recent studies, such as those from the Standing Committee on Canadian Heritage, have recommended that the mandate of Telefilm Canada, the National Film Board (NFB) and other federal cultural agencies be better aligned toward common objectives, while clearly delineating their roles and responsibilities.

Telefilm Canada was created in 1967 to foster and promote the development of a feature film industry in Canada. Over the years, Telefilm Canada's responsibilities were expanded to include television and new media. In 2005, the government amended the *Telefilm Canada Act* to reflect the current activities of the corporation and indicated its intention to modernize the legislative framework.

The NFB was created by an act of Parliament in 1939. Its mandate, as set forth in the *National Film Act*, 1950, is to produce, distribute and promote the production and distribution of films designed to interpret Canada to Canadians and to other nations. In recent years, the NFB has focussed its activities mostly on the production of documentaries and animation films.

Planned results and performance indicators

This initiative will result in proposed legislation that establishes a modern governance and accountability structure and the appropriate powers to respond to the realities of the Canadian audiovisual industry in the 21st century. An examination of Telefilm Canada and NFB following legislative changes will be used to assess the success of its renewal.

Milestones and timeframe

Year 1: 2007-2008

Introduce legislation.

Centralization of Canadian Content Certification

A number of reports, including the Standing Committee on Canadian Heritage's 2003 Report on Broadcasting, called for the centralization of Canadian content certification processes. Four federal audio-visual support partners currently assess the Canadian status of productions for their respective programs and responsibilities - the Canadian Audio-Visual Certification Office (CAVCO), the Canadian Television Fund (CTF), Telefilm Canada, and the Canadian Radio-television and Telecommunications Commission (CRTC). The Government has identified CAVCO as the central organization to certify core elements of Canadian content.

The centralization initiative is led by the System Council, an inter-departmental group of senior representatives from the Department of Canadian Heritage, CRTC, CTF, Telefilm Canada and the Canada Revenue Agency (CRA). The Department is working with these partners to simplify and improve the coherence, accountability and transparency of Canadian content certification.

The information technology component is a pivotal aspect of the centralization initiative and presents certain challenges. Automating business processes is a time consuming and complex endeavour particularly in this case given the need to link four different agencies.

Planned results and performance indicators

Centralizing the certification of Canadian content will provide Canadian producers with a simpler and more coordinated process to reduce the administrative burden for producers. It will bring greater coordination and consistency in certificate decisions at the federal level and create a more efficient certification process.

Milestones and timeframe

Year 1: 2007-2008

Prepare CAVCO to take on centralized functions.

Pursue legislative and regulatory amendments to support centralization, if applicable.

International Audio-Visual Co-Production Framework

Canadian audio-visual producers are operating within the international audio-visual production community to finance and sell their productions. Given the importance of international audio-visual co-production to Canada's objectives for this sector, the continued demand from countries wishing to enter into agreements with Canada, and changes in other countries' (notably in the European Union) approaches and practices relating to co-productions, a review of the framework has been undertaken.

The purpose of the review is to examine and refine the objectives of co-production, ensure that they are properly aligned with other federal audio-visual policies and programs, and with overall government objectives.

Planned results and performance indicators

Over time, the review will result in clearer objectives for official co-production between Canada and foreign partners, selection criteria for new partners, and an integrated performance measurement framework. Key indicators of success include the timely completion, adoption and implementation of a revised framework for international audio-visual co-production.

Milestones and timeframe

Year 1: 2007-2008

Consult stakeholders on the draft framework.

Issue new framework for international audio-visual co-production and communicate objectives to Canadian industry stakeholders and main international partners.

Years 2 and 3: 2008-2010

Begin the multi-year implementation strategy completed through international treaties.

PRIORITY Focused Arts and Cultural Policies

Expanding on the 2005-2006 priority “Facilitating the Transition to the Digital Economy”, the focus includes the challenges inherent in building, protecting and promoting Canadian content in a technologically advanced world where citizens will continue to have access to so much cultural content from around the world. Closely linked to the Audio-Visual Policy Framework priority, the key initiatives under this priority focus on policy related to copyright, periodicals and to encourage Canadian content on the Internet.

Copyright Reform

Copyright protection provides the fundamental legal underpinning for fostering the creation and dissemination of cultural products. Cultural industries relying on copyright protection, such as music, film and software, contribute significantly to Canada’s economy and growth. The Canadian *Copyright Act* seeks to achieve a balance, in the public interest, between recognizing the rights of the creators and owners of copyright works, and the access and dissemination of these works. Technological advances, the development of new business models, and virtually unlimited access to creative works, have revealed challenges for the Act.

In the fiscal year 2007-2008, the Department in coordination with Industry Canada, is preparing to amend the *Copyright Act* in order to allow Canada to implement the provisions of the two most recent World Intellectual Property Organization treaties on copyright and to address issues related to technological advances and the Internet.

More information is available at:

(http://www.pch.gc.ca/progs/ac-ca/progs/pda-cpb/reform/index_e.cfm).

Planned results and performance indicators

Proposed legislative changes will be designed to provide adequate copyright protection and fair compensation for rights holders and allow reasonable access to the public in line with international standards.

Milestones and timeframe

Year 1: 2007-2008

Undertake consultations to develop the approach to reform the *Copyright Act* and address outstanding issues regarding amendments to the Act.

Introduce legislation.

Canadian Periodical Policy

The Department of Canadian Heritage supports the creation and dissemination of Canadian magazines, periodicals and community newspapers through different program and policy mechanisms, including the Canada Magazine Fund (CMF) and the Publications Assistance Program (PAP). Canada Post, a Crown corporation, also participates in funding and administering the PAP.

Canada's large geographic scope and limited population base cause Canadian periodicals to be highly dependent on a strong, subscription-based domestic periodical industry. While recent evaluations of the PAP and the CMF were positive, a review of federal funding initiatives is required, particularly in light of the changing business environment for the periodical industry, constant increases in distribution costs, and questions about the future role of Canada Post in the PAP.

The Government recently directed Canada Post to continue its funding contribution to the PAP until 2008-2009. This period of relative stability provides a window for the Government to examine its Canadian periodical publishing policy.

Canadian Heritage will review how effectively its Canadian periodical programs and policy serve Canadians, and make any necessary adjustments to ensure that they are effective in assuring Canadian Heritage policy goals.

Planned results and performance indicators

The Department's review of its Canadian periodical support framework will lead to changes to ensure the programs remain relevant and that the program funding is as effectively targeted as possible. Some of these changes will reflect the challenges faced by the industry in creating content and distribution, and the partnership with Canada Post. The Department will examine future evaluations or studies to measure the effectiveness of any actions taken as a result of the review.

Milestones and timeframe

Year 1: 2007-2008

Consult with stakeholders on policy approaches to Canadian periodicals.

Develop policy and program options.

Year 2: 2008-2009

Introduce changes to program and/or structures accordingly.

Year 3: 2009-2010

Implement the new policy.

Canadian Content Online

Since 2001, the Canadian Culture Online (CCO) Strategy has been a primary instrument to help ensure Canadians have access to Canadian cultural content in both English and French through the Internet, and increasingly through other delivery vehicles such as cell phones and MP3 players.

Given the dynamic nature of digital interactive media, the Department of Canadian Heritage will undertake a review of the Canadian Culture Online Strategy over the next two years. The review was initiated by an evaluation of the support program for the new media sector - the Canada New Media Fund - completed in 2006. It will be followed by an evaluation of the overall CCO strategy, which includes: support for the creation of digital cultural content by federal agencies with cultural collections; heritage institutions and cultural and community organizations; portals, including Culture.ca and the Virtual Museum of Canada; funding assistance for applied research and development in new media technologies; and sectoral assistance to the new media industry to help Canada remain a leader in interactive cultural content. The evaluation will review the development of the new media industry and frame the appropriate role for the federal government in pursuit of cultural goals.

More information about the Canadian Culture Online Strategy and the Canada New Media Fund is available at: (<http://www.pch.gc.ca/pcce-ccop/>); and (http://www.telefilm.gc.ca/03/311.asp?lang=en&fond_id=3).

Planned results and performance indicators

The goal of this initiative is to revise the CCO strategy with a view to clarifying the role of the federal government with respect to the new media industry, and the best means of pursuing federal objectives for consideration by the government by end of March 2008.

Milestones and timeframe

Year 1: 2007-2008

Implement revised measures for supporting the new media industry in keeping with the summative evaluation completed in 2006.

Consult with new media industry and other stakeholders to assess current and potential development and determine what types of federal support might be needed for this industry.

Complete the summative evaluation of the entire Canadian Culture Online Strategy, assess current and future needs, including those identified above, and present a revised strategy for government approval, as appropriate.

Years 2 and 3: 2008-2010

Implement the revised strategy for Canadian Culture Online once approved.

PRIORITY Canada's Heritage

Canada's history and heritage play a fundamental role in Canadians' sense of identity. The Government of Canada has a responsibility, along with others, in preserving Canada's heritage and ensuring that as many Canadians as possible have access to it.

Canada's Museums

In communities large and small, Canada's museums and archives serve to protect, preserve, and present heritage for this and future generations.

The Government of Canada's first responsibility is to ensure that the national museums as well as Library and Archives Canada can play the role intended of them. They are the only institutions with mandates to preserve and present the heritage of the entire country. The government is taking steps to address longstanding capital and infrastructure challenges faced by these institutions.

It is important that these institutions extend their reach beyond the National Capital Region. They do so in a number of ways: through travelling exhibitions presented in other institutions; by lending objects; and through websites. The government is encouraging its institutions to ensure that high priority is placed on making national collections widely accessible to Canadians.

Other museums across Canada reflect the history of regions and communities that make up the fabric of the country. The Government of Canada supports these institutions in a number of ways: by sharing the research and expertise of its two national centres of excellence - the Canadian Conservation Institute and the Canadian Heritage Information Network; by indemnifying travelling exhibitions; by encouraging donations of outstanding objects through tax incentives; and by support through the Museums Assistance Program.

The Auditor General has called for more clarity with respect to the roles and responsibilities that are shared by the federal government and other partners from the public and private sectors, and a clearer definition of the results that are desired with respect to the protection of Canada's cultural heritage. As an important further step in responding to this call, the Department will develop criteria for identifying collections of outstanding national importance. Such collections are held by many museums across the country.

Planned result and performance indicators

The planned result is enhanced accessibility to Canada's rich and diverse heritage now and in the future.

A key result for 2007-2008 is a more focused definition of the federal role in achieving this objective. Specific results are detailed below.

*Milestones and timeframe**Year 1: 2007-2008*

 Develop a renewed federal vision for museums in the 21st century.

 Develop criteria for identifying collections of outstanding national significance.

Strengthening Protection of Cultural Heritage through the *Cultural Property Export and Import Act*

Through implementation of the *Cultural Property Export and Import Act (CPEIA)*, the Movable Cultural Property Program (MCCP) ensures that nationally significant heritage property is preserved in public collections and made accessible to the public. By regulating export through permits, the MCCP protects objects of cultural significance to Canada and upholds Canada's treaty obligations in the fight against the illicit traffic of cultural property. MCCP also provides grants to assist designated institutions to acquire significant cultural property threatened with export or available in international markets, and offers tax incentives to encourage the donation and sale of cultural property to designated institutions.

Though the Act has demonstrated its effectiveness in achieving its public policy objectives, the past 30 years have also revealed areas that require modification to maximize its effectiveness and efficiency as a tool for the protection of cultural property. The Department will build on the work initiated in 2006-2007 with the Canada Border Services Agency to address roles and responsibilities and the weaknesses in the implementation of the export and import controls of the legislation. The Department will also pursue the consultative process initiated in 2006-2007 in order to identify and analyse options for legislative reform.

More information on the Movable Cultural Property Program is available at: http://www.pch.gc.ca/progs/mcp-bcm/mcp_e.cfm.

Planned result and performance indicators

The planned result of this initiative is to modernize the Act, to create a more effective tool for preserving Canada's cultural heritage, and for supporting countries that are losing their heritage through illicit traffic in cultural property. Key indicators include:

- reduced timeframes for the results of applications for cultural property export permits; and
- reduced timeframes for conclusion of investigations of detained material for possible cultural property import violation.

*Milestones and timeframe**Year 1: 2007-2008*

 Development of training material for export/import stakeholders.

Completion of consultative process for the revision of the *Cultural Property Export and Import Act* and tabling of legislative reform package in Parliament.

Virtual Museum of Canada: Strategies for Enhancement and Increased Participation

Since its creation in 2001, the Virtual Museum of Canada has worked with museums across the country to develop significant digital content attracting millions of domestic and international online visitors. Responding to the rapid evolution of the Internet and the needs of users, in 2007-2008 the Canadian Heritage Information Network, which manages the Virtual Museum, will research and develop approaches to introduce new interactive tools to increase visitor participation and increase the accessibility of the Virtual Museum on platforms such as wireless and handheld devices. To enhance the use of museum content in educational settings, a pilot project will be undertaken to improve the Virtual Museum's Learning Centre with collaborative tools and content specifically designed for use in this context.

More information on the Virtual Museum of Canada is available at:
(<http://www.virtualmuseum.ca>).

Planned result and performance indicators

These initiatives will increase usage and provide greater accessibility to the Virtual Museum of Canada, with a particular focus on connecting with youth via popularly formatted, downloadable content. The results of this initiative will be assessed quantitatively and qualitatively using Web analytics, user surveys, focus testing and feedback analysis.

Milestones and timeframe

Year 1: 2007-2008

Implementation and preliminary evaluation of the initiative components outlined above.

Canadian Conservation Institute: New approaches to Service Delivery

The Canadian Conservation Institute (CCI) is a national centre of excellence in preservation that supports the heritage community in preserving Canada's heritage collections for access by current and future generations. This mission is accomplished through conservation research and development, expert services and knowledge dissemination (training and publications). CCI also contributes to activities undertaken by the Department and the Government of Canada on the world stage through international collaborative research projects, technical symposia, and publications in research journals.

With renovations to its main facility completed, CCI will resume research and development projects, treatments and scientific analytical services that were on hold during the renovation. Its management focus will be on ensuring transparency and accountability, and promoting more cost-effective service delivery. The Institute will also make more information available on-line, improve communications with clients and implement an e-services portal.

More information on the CCI's services is available at:
(<http://www.cci-icc.gc.ca>) and (<http://www.preservation.gc.ca>).

Planned result and performance indicators

The key goal of CCI is to ensure the heritage community in Canada and internationally has access to the Institute's research, publications, expert services and training on the preservation of material cultural heritage. CCI's performance will be assessed through measures such as the number of people trained and the percentage of clients who indicate their satisfaction with expert services and training opportunities through client surveys.

Milestones and timeframe

Year 1: 2007-2008

Complete operational fit-up of laboratories, including installation of scientific and conservation equipment.

Introduce a new comprehensive services framework that includes: redefined client categories eligible for services, new criteria for assessing client services requests, and a clarified fee schedule.

Launch a free e-mail broadcast system and CCI Notes online for Canadian clients to provide greater access to basic information on care of collections.

Host the 2007 international Symposium: *Preserving Aboriginal Heritage: Technical and Traditional Approaches*.

Reinstate the internship program for Canadian conservation professionals and reinstate the unpaid internship program.

Publish new Technical Bulletins and other scientific publications.

Year 2: 2008-2009

Assess the impact of the Institute's strategic research framework on the results of scientific and conservation research and their dissemination.

Assess and adjust the new fee structure and criteria for assessing client service requests.

Implement a new training framework for a more responsive, transparent and equitable delivery of all training activities.

Year 3: 2009-2010

Assess the impact on clients of the e-services portal and the e-mail broadcast system, and adjust as necessary.

Use CCI expertise to produce and publish new publications to fill knowledge and training gaps.

Begin planning for Symposium 2011.

Exhibits and Collections

This activity provides support to heritage organizations for preserving, collecting and presenting diverse Canadian heritage in order to encourage public participation, increase public access and foster greater appreciation. This is accomplished through several programs. The Museums Assistance Program (MAP) provides support through grants and contributions to heritage institutions to develop exhibitions, strengthen collections management, and preserve and present Aboriginal cultural heritage. The Canada Travelling Exhibitions Indemnification Program (INDEM) broadens Canadians' access to Canadian and international heritage by allowing the Government of Canada to assume the financial risk for loss or damage to items in major travelling exhibitions. As the result of a program evaluation conducted in 2005-2006, and the statutory Parliamentary review anticipated to conclude in 2006-2007, the Department anticipates that it will be in a position to take action to ensure that the Indemnification Program is as effective as possible in increasing Canadians' access to cultural heritage exhibitions.

More information on the Canada Travelling Exhibitions Indemnification Program is available at: (http://www.pch.gc.ca/progs/pei-trx/index_e.cfm) and on the Museums Assistance Program at: (http://www.pch.gc.ca/progs/pam-map/index_e.cfm).

Planned result and performance indicators

The key result for this activity is enhanced access to Canadian and international heritage. Key indicators include the number of exhibitions and venues, visitor attendance and insurance cost savings for host institutions.

Other planned results include the production and circulation of domestic travelling exhibitions and associated interpretive material; projects to ensure the preservation and presentation of Aboriginal cultural heritage; increased adoption of sound professional policies and practices by museums; and increased number of resources or services offered to multiple museums by heritage service organizations.

Milestones and timeframe

Year 1: 2007-2008

Indemnification Program: as a result of the program evaluation conducted in 2005-2006 and the Parliamentary review, the Department will develop possible changes to legislation and program delivery, in consultation with the Department of Finance, Treasury Board Secretariat and the Privy Council Office.

Monitor the impact of the reduction of funding to the Museums Assistance Program.

Knowledge Exchange: Strategies for Enhancement and Growth

The Canadian Heritage Information Network (CHIN) is a national centre of expertise dedicated to fostering excellence in developing, presenting and managing digital heritage content. Approximately 1200 museums across the country are members of the Network. In May 2006, CHIN launched the Knowledge Exchange, a new online space for museum professionals and volunteers that use advanced technologies to support professional learning:

- online courses;
- engagement in e-learning through the creation and management of digital content;
- peer-to-peer collaboration;
- participation in online working groups with experts and peers to discuss specific museum practices and learn about collaborative tools; and
- access to resources including interviews, web casts, pod casts and blogs on a range of subjects relevant to the museum profession.

In 2007-2008, CHIN will focus on enhancing the Knowledge Exchange through continued research into trends in online content and the publication of new resources based on the research.

More information on the Knowledge Exchange is available at: (<http://www.chin.gc.ca>).

Planned results and performance indicators

The increasing range of content and tools available through the Knowledge Network will enable research, collaboration and professional development among heritage professionals. By participating in the Knowledge Exchange, heritage professionals will be able to leverage this collective expertise to strengthen their skills in managing digital heritage. Results will be measured qualitatively and quantitatively, by means such as Web analytics, a member survey and feedback analysis.

Milestones and timeframe

Year 1: 2007-2008

Implement the Knowledge Exchange content strategy to populate the Knowledge Exchange with new learning resources for heritage professionals.

400th Anniversary of Québec City in 2008

In response to Canadians' ever-growing interest in celebrating great people and defining moments that have shaped Canada's history, Canadians will be celebrating the 400th anniversary of the founding of Québec City in 1608, Canada's oldest city, as a key commemorative event.

By way of its Celebration, Commemoration and Learning Program, the Department will support commemorative programming by coordinating federal involvement in 2008 events, working with federal departments and agencies, provincial governments, municipalities and other partners, including the Société du 400^e anniversaire de Québec.

More information on the celebration plan is available at:
(http://www.pch.gc.ca/pc-ch/org/sect/publi/celeb_e.cfm).

Planned results and performance indicators

As a result of this key initiative, Canadians will have increased opportunities to learn about and celebrate Canada's first city and permanent settlement of la Francophonie in North America. The success of the 400th anniversary celebrations will be measured by the number of opportunities made available to Canadians and the number of participants in commemorative events.

Milestones and timeframe

Years 1 and 2: 2007-2009

Manage and monitor the contribution agreement with the Société du 400^e anniversaire de Québec.

Collaborate with other federal departments and agencies, provincial and municipal governments, and other partners to organize and coordinate commemoration activities.

Year 2: 2008-2009

Obtain a final activity report and an audited financial report from the Société du 400^e anniversaire de Québec.

PRIORITY	An Inclusive and Participatory Society
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Canada's ability to leverage the benefits of diversity depends on its success at ensuring that all citizens have the opportunity to participate economically, socially, politically and culturally in Canada. The Department aims to identify and work towards addressing the barriers to full participation in Canadian society through targeted interventions.

Second-Language Learning Agreements

Over the past 35 years, the Government of Canada has provided financial assistance to the provinces and territories to help them offer second-language learning programs. Learning the second official language provides Canadians, whether French- or English-speaking, the opportunity to live in an inclusive society and to appreciate the other group's reality, thereby enhancing Canada's linguistic duality. Through its Enhancement of Official Languages Program, the Department continues to work with the provinces and territories to support the instruction of English and French as second official languages, while pursuing the objective of doubling by 2013, the proportion of Canadian youth between 15 and 19 years old who have a working knowledge of both official languages.

More information on the Enhancement of Official Languages Program is available at: (http://www.pch.gc.ca/progs/lo-ol/progs/mev_e.cfm).

Planned result and performance indicators

The planned result of this initiative is to increase the proportion of Canadians who have a working knowledge of both official languages and a greater understanding and appreciation of the benefits of linguistic duality in the short term. By measuring annually the number of Canadian youth enrolled in various second-language programs and analysing trends in these enrolments during the program evaluation, by measuring bilingualism of Canadian population over the long term, the Department will be able to determine the progress made in reaching the goal set for 2013. A study conducted in 2006 provides data on Canadians' perception of and attitudes toward official languages.

Milestones and timeframe

The Department has signed four-year agreements with the Council of Ministers of Education, Canada, and all provinces and territories for specific measures related to second-language learning.

Year 1: 2007-2008

Continue to implement the agreements with the Council of Ministers of Education, Canada, and the provinces and territories and reach new ones supporting second-language learning.

Increase electronic access to information about intergovernmental agreements.

Evaluate the Enhancement of Official Languages Program, including the creation of an inventory of available data and their analysis.

Years 2 and 3: 2008-2010

Evaluate the Enhancement of Official Languages Program and prepare for its renewal in March 2009.

Negotiate an umbrella agreement with the Council of Ministers of Education, Canada, and new multi-year agreements with the provinces and territories on second-language learning for the new 2009-2010 to 2013-2014 program cycle.

Development of Official-Language Minority Communities

The Government of Canada supports the development of official-language minority communities by promoting their participation in various sectors of society and by contributing to enhancing their vitality across Canada. Canadian Heritage provides financial assistance to the provinces and territories to offer quality minority-language education programs, from junior kindergarten through to university. The Department encourages provincial and territorial governments and other federal agencies to provide communities with enhanced programs and services in areas deemed to be a priority for their development (health, social services and economic development). The Department has also provided direct assistance to official-language minority communities' organizations and institutions so that they can offer their members cultural and community activities in their language (radio, theatre, print media, community centres, etc). Through its Development of Official-Language Communities Program, the Department continues working with its many partners, with a particular emphasis on pursuing the education objective, which is to increase the overall proportion of eligible students enrolled in minority-language schools in Canada.

More information on the development of official-language communities is available at: (http://www.pch.gc.ca/progs/lo-ol/progs/dclo_e.cfm).

Planned result and performance indicators

The planned result of this initiative is to provide Canadians living in official-language minority communities with greater access to programs and services in their language through various community and government bodies. By measuring annually the number of young Canadians enrolled in minority-language schools and analysing trends in these enrolments during the program evaluation, the Department will be able to determine the progress made in reaching the goal set for 2013.

Milestones and timeframe

The Department has continued implementing renewed multi-year cooperation agreements with the communities and provincial and territorial governments.

Year 1: 2007-2008

Continue implementing the agreements with the Council of Ministers of Education, Canada and the provinces and territories and reach new ones supporting minority-language education.

Continue implementing the various agreements reached with the provinces and territories and community organizations for measures contributing to the development and vitality of official-language minority communities.

Develop new tools to assist federal institutions and agencies in implementing their obligations prescribed under the 2005 revised *Official Languages Act*.

Increase electronic access to information about intergovernmental and community agreements.

Evaluate the Development of Official-Language Communities Program including the creation of inventory of the data available and their analysis.

Years 2 and 3: 2008-2010

Evaluate the Development of Official-Language Communities Program and prepare for its renewal in March 2009.

Negotiate new multi-year agreements with the provinces and territories on education in minority communities for the 2009-2010 to 2013-2014 program cycle.

Develop and negotiate a multi-year cooperation framework with associations that represent official-language minority communities.

Enhanced Multiculturalism Initiatives to Address Barriers and Increase Participation

Research indicates that some members of ethno-cultural/racial communities continue to face barriers to participation in Canada's life. As Canada's population becomes increasingly diverse, the need to address barriers and challenges becomes ever more important.

The Multiculturalism Program will provide support to civil society through targeted civic engagement and institutional change projects. In particular, the Multiculturalism Program will provide support to initiatives that address issues identifying barriers faced by marginalized women and youth in vulnerable ethno-cultural/racial communities. Over the next three years, it is anticipated that targeted ethno-cultural/racial communities identified by the program will achieve results along a change continuum that includes gaining awareness, knowledge and skills for civic engagement; identifying and taking action toward resolving issues affecting their communities; and participating fully in Canadian society.

Planned results and performance indicators

By increasing support to marginalize and vulnerable ethno-cultural/racial communities through targeted interventions and effective partnerships towards achieving fuller participation of these communities in all aspects of Canadian society, the Department will help to create a cohesive society. Performance will continue to be measured by examining

the results achieved through funded projects, activities and collaboration with other programs, departments and agencies.

Milestones and timeframe

Year 1: 2007-2008

Implement an integrated plan to increase the competency of community organizations and to enhance support to marginalize and vulnerable ethno-cultural/racial communities (especially women and youth).

Years 2 and 3: 2008-2010

Monitor the outcomes of targeted initiatives and adjust support to ensure effective results.

Continue to strengthen support to marginalized and vulnerable ethno-cultural/racial communities (especially women and youth) across the country.

Canada's Action Plan Against Racism

The Department of Canadian Heritage and key federal partners are working to implement initiatives announced in *A Canada for All: Canada's Action Plan Against Racism* and coordinate reporting on performance measurement. These initiatives aim to help Canadian families and communities by addressing gaps in federal programs and by eliminating systemic barriers. They focus on the settlement of new citizens, and the promotion of institutional change within public institutions.

Planned result and performance indicators

The key result for the *Action Plan* is that all Canadians are able to participate in and contribute to Canadian society. To measure the *Action Plan's* impact, the Department will develop indicators and consult Canadians to solicit their feedback. Progress will be reported in the *Annual Report on the Operation of the Canadian Multiculturalism Act*.

More information on the *Action Plan* is available at:
(http://www.pch.gc.ca/multi/plan_action_plan/index_e.cfm).

Milestones and timeframe

The *Action Plan* initiative was launched in the Department's 2004-2005 *Report on Plans and Priorities*.

Year 1: 2007-2008

Implement a performance-reporting framework to track progress on the results of key *Action Plan* initiatives following the identification of performance indicators and the collection of baseline information.

Implement a strategy for consulting with Canadians to solicit their input on the impact of the *Action Plan*.

Implement new *Action Plan* initiatives.

Years 2 and 3: 2008-2010

Report on the findings of the consultation process with Canadians to solicit input on the impact of the *Action Plan*.

Release the interim report on hate crimes in Canada.

Prepare for the evaluation phase and implement the recommendations.

Historical Recognition

This initiative responds to the Government of Canada's commitment to recognize the historical experiences of ethno-cultural communities impacted by wartime measures and/or immigration restrictions that are not consistent with the values held by Canadians today. It also relates to the government's commitment to the Chinese-Canadian community and all Canadians to provide appropriate acknowledgment and redress related to the Chinese Head Tax.

More information on the Chinese Head Tax is available at:
http://www.pch.gc.ca/progs/multi/redress-redressement/index_e.cfm.

Planned result and performance indicators

The key result for the initiative will be to increase public awareness about multiculturalism and diversity by undertaking activities that recognize the experiences of ethno-cultural communities impacted by historical wartime measures and/or historical immigration restrictions. This will be achieved by providing symbolic *ex gratia* payments to those who were required to pay the Chinese Head Tax and to the conjugal partners of deceased Head Tax payers; establishing a fund for community-based projects aimed at acknowledging these impacted communities and their contribution to Canadian society; and developing a national historical recognition program to fund federal initiatives that will help to educate all Canadians, and particularly youth, about the historical experiences of these ethno-cultural communities.

Milestones and timeframe

Year 1: 2007-2008

Addressing historical recognition through:

- continuing to deliver on the commitment to the Chinese-Canadian community by making symbolic *ex gratia* payments to Chinese Head Tax payers and to the conjugal partners of deceased Head Tax payers;
- implementing a \$24 million community historical recognition program to provide grants and contributions funding for eligible community-based projects that promote awareness of historical wartime measures and/or historical immigration restrictions/prohibitions related to the experiences of impacted ethno-cultural communities, and of the contribution these communities have made to Canadian society; and

- implementing a \$10 million national historical recognition program to fund federal initiatives, developed in partnership with other stakeholders.
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Sustainability of Aboriginal Friendship Centres

Up to 70% of Aboriginal Canadians live off-reserve and half of the Aboriginal population live in urban areas. Aboriginal people do not share the same quality of life as other Canadians living in urban communities. Socioeconomic indicators, such as educational attainment, labour force activity, income levels and rates of substance abuse, crime and incarceration are significantly more serious for Aboriginal youth than for non-Aboriginal youth living in urban settings.

For over 50 years, Friendship Centres have supported the transition of Aboriginal Canadians to urban communities. Friendship Centres have evolved from serving as gathering places in urban areas and simple referral agencies, to service delivery organizations offering a wide range of programs and services to Aboriginal people living in towns and cities across Canada in collaboration with federal, provincial, territorial and municipal governments and the non-governmental sector. Today, over 100 community-based and community-directed Friendship Centres play a key role in community development.

Friendship Centres are faced with the challenges of maintaining high delivery, governance and accountability standards; sustaining competitive remuneration levels for staff based on the programming levels of 30 years ago; maintaining an extensive physical infrastructure; updating technological systems; and providing broader policy and communications requirements of a much larger network of Friendship Centres.

Since the mid-1970s the Government of Canada has provided modest funding to support a portion of the day-to-day operations of Friendship Centres. With this funding, individual Friendship Centres are able to maintain some basic core functions and to lever additional program and service delivery activities.

More information on Aboriginal programming is available at:
(<http://www.pch.gc.ca/aboriginal>).

Planned results and performance indicators

Canadian Heritage will work with the National Association of Friendship Centres to develop and implement a plan to address the challenges facing the network of Friendship Centres and to ensure the long-term sustainability of Friendship Centres. The plan will address: sustainable core funding; increased private sector partnerships and investments; innovative approaches to working with government; and more effective partnerships with National Aboriginal organizations. Also, incentives will be created to assist Friendship Centres in developing a balance of both public and private financing, and in reinforcing good governance. Working with the National Aboriginal Friendship Centre to assess community-

needs, examine own-source revenue generation, and plan for sustainable growth will be important elements of this strategy.

Short-term results will be measured by collecting key data on outcomes resulting from enhancements to the Aboriginal Friendship Centres program element of the Aboriginal Peoples' Program in areas such as staff credentials, increased competencies resulting from training, increases in staff levels, improvements in services in both official languages, and relevancy of programming through community-needs assessments. The governance structure of the Friendship Centres as a third-party delivery agent for Canadian Heritage, will be reviewed and assessed, and where appropriate, changes will be introduced to ensure the highest standards of program delivery.

Milestones and timeframe

Year 1: 2007-2008

Commencement of community-needs assessments.

Examination and assessment of governance.

Development plan to ensure long-term sustainability of Friendship Centres.

Year 2: 2008-2009

Implement the plan to ensure the long-term sustainability of Friendship Centres.

Implement the plan to reinforce good governance.

PRIORITY Canada's Cultural Interests Abroad

The arts and cultural industries play a vital role in our economy, engage Canadians, and represent the face of Canada abroad.

The Department has identified three key initiatives that collectively serve to promote Canada's cultural interests abroad. These include:

- taking an active role in Canadian trade policy, delivering the cultural trade development program, sharing Canada's expertise in cultural trade with developing countries and expanding on an international level to strengthen industry at home;
- promoting the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions, an instrument that reaffirms the right of countries to take measures in support of culture, while recognizing the economic nature of cultural goods and services; and
- managing Canada's participation in international expositions - events that promote Canadian interests and strengthen bilateral business relations with host countries.

Strengthening the Cultural Sector Internationally through Increased Cultural Exports

The Department's responsibility to ensure the sustainability of cultural sector involves an active role in the conduct of Canadian trade policy and in the delivery of targeted international market support, services and tools. Through the departmental cultural trade strategy's two-pronged approach, Canada seeks to maintain the flexibility of our domestic cultural policies in trade and investment rules and provides support to Canadian arts and cultural exporters to reach and succeed in key foreign markets.

The primary instrument by which the Department supports cultural exports is the delivery of a cultural trade program that provides international business development and export preparedness services and assistance to Canadian arts and culture industries and sector associations. The Department also works to increase the demand for Canadian arts and cultural products and services abroad, through partnerships and other mechanisms such as formal cultural exchanges, the Cultural Agreement between the Government of Canada and the Government of the People's Republic of China and audio-visual co-productions agreements, as well the public diplomacy efforts (touring, showcases, special events) of the Government of Canada, and partnerships with the provinces and industry organizations and associations.

Planned results and performance indicators

During the coming year, the Department will be engaged in a number of activities in support of this two-pronged approach, through cultural trade policy work and through the delivery of cultural trade programs and services.

The Department will also continue to support arts and cultural exporters through its network of trade commissioners for the cultural industries in Canada and abroad to take full advantage of and promote trade opportunities with the established markets of the United States and Europe, while continuing its work in the targeted emerging markets such as South America and the Pacific Rim. In addition, the Department will maintain its involvement in cultural trade fairs, incoming buyers missions, and outgoing trade missions through the activities of the Trade Routes Program.

Canadian Heritage will measure its progress through:

- identification of effective engagements undertaken to assist Canadian arts and cultural exporters;
- the increase in number and variety of partnerships;
- clients and partners' use of market analysis; and
- surveyed measurable results of Canadian arts and cultural exporters who received support from the Trade Routes Program for their international market development activities.

More information on the Department's activities to support this initiative is available at:

- Trade Routes website: (<http://www.pch.gc.ca/routes>); and
- Trade and Investment Policy section on the Canadian Heritage website: (http://www.pch.gc.ca/progs/ac-ca/progs/rc-tr//progs/dpci-tipd/index_e.cfm).

*Milestones and timeframe**Year 1: 2007-2008*

Update the cultural trade strategy (2007-2010) to assist small and medium enterprises to optimise the export of their goods and services.

Improve the delivery of the Trade Routes Contribution Program to support Canadian arts and cultural industries activities on the basis of deliverables.

Targeted business missions and participation at key sector events in emerging priority markets and well-established markets.

Develop regional strategies in priority markets to better support Canadian cultural industries grow and compete within the context of a global economy.

Promote Canada as a competitive location and strategic partner for location shooting and co-productions.

Over 3 years:

On-going participation in the World Trade Organization Doha Round of negotiations, and in regional and bilateral trade initiatives.

Coherence between cultural trade initiatives and the Convention on the Protection and the Promotion of the Diversity of Cultural Expressions is promoted.

Year 2: 2008-2009

Development of market analysis to assist Canadian cultural industries focus on international business and marketing strategies.

Year 3: 2009-2010

Submission to Statistics Canada to improve culture measurement and the inclusion of digital media and crafts to cultural sector.

Targeted action plan to better support Canadian cultural industries to compete globally.

Implementation of the UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions

The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions is an international legal instrument that reaffirms the right of countries to take measures in support of culture, while recognizing the dual social and economic nature of cultural goods and services. It was adopted by UNESCO Member States at its General Conference in October 2005. In November 2005, Canada became the first country to present its instrument of acceptance of the Convention at UNESCO. As of February 21, 2007, 48 states had ratified the Convention. The Convention came into force on March 18, 2007.

On the international stage, the Department continues to promote the ratification of the Convention by the largest number of countries possible to ensure that the Convention carries the political weight needed. The Department will also work toward implementing the Convention by ensuring that the objectives of protecting and promoting cultural diversity are met, and will seek Canada's election to the Intergovernmental Committee. If elected, Canada will host the first Intergovernmental Committee meeting. It will continue to hold discussions with the provinces, territories and civil society to enable the implementation of the Convention, including its monitoring and reporting mechanisms.

More information on the Department's activities to support this initiative is available at: (<http://portal.unesco.org/culture>); and (http://www.pch.gc.ca/newsroom/index_e.cfm?fuseaction=displayDocument&DocIDCd=CBO061295).

Planned result and performance indicators

The Department will continue its efforts to persuade the largest number of UNESCO Member States possible to ratify the Convention to ensure its geographic representativeness and political weight. Through its activities, the Department will help position Canada in such a way as to enable its full participation in the Convention's bodies, namely Canada's election to the Intergovernmental Committee and its contribution to the Committee's work. The Department will also continue to discuss the Convention's implementation in Canada with its national partners. The effects of these initiatives will be measured, for example, by the number of countries that ratify the Convention, the number of international activities held in support of ratification, Canada's election to the Intergovernmental Committee, the number of preparatory activities for implementation, and the number of consultations with national partners.

Milestones and timeframe

Years 1, 2 and 3: 2007-2010

Continue to collaborate with the department of Foreign Affairs and International Trade Canada to ensure Canada's full participation in the Conventions' bodies.

Continue engagement with civil society and non-governmental organization partners.

Continue consultations with provincial and territorial governments.

Organize international activities in support of ratification and in preparation for the Convention's implementation.

Shanghai 2010 and Canada's Participation in International Expositions

International expositions provide a valuable opportunity for Canadians to showcase their country to the world. To ensure that Canada's cultural and regional diversity is fully reflected, the Department of Canadian Heritage plans and manages Canada's participation in expositions held abroad in close collaboration with other federal departments, provinces and territories, and key partners in the private sector. Expo 2010 in Shanghai is the next international exposition in which Canada will be participating.

The Department will review the Policy Framework on International Expositions (1995) concerning Canada's participation in future expositions as well as the hosting of international expositions in Canada. International expositions must be recognized and registered by the Bureau international des expositions (BIE) - the body that controls the frequency and the quality of international expositions, of which Canada is a member.

Planning Canada's participation in future expositions will take into account the benefits gained from the required public investment and risk strategies will be developed.

More information is available at: (http://www.pch.gc.ca/progs/expo/index_e.cfm).

Planned results and performance indicators

This initiative is expected to achieve two results: Canada's interests abroad are broadened and asserted through its participation at international expositions sanctioned by the BIE; and Canadians participate in projecting Canada's interests in the world through international expositions.

To measure the success of this initiative, the Department will use the following performance indicators:

- the identification of objectives to be achieved and rationale for participation;
- the number of visitors at an international exposition who indicate that their vision of Canada has been broadened by the Canada Pavilion presentation on Canadian values, diversity, creativity and innovation. Their comments will be obtained using a feedback mechanism provided for when the pavilion is designed;
- the number of agreements in principle and business deals concluded during and shortly after the exposition in the areas of trade and culture; and
- the number of Canadians who participate in projects, contests and web-related activities in Canada designed to engage them in developing and implementing Canada's messages and thematic approach to an international exposition held abroad. The scope of Canadians' participation will be measured using data from the Department's partners or participation rates from various projects and contests.

Milestones and timeframe

Year 1: 2007-2008

Plan Canada's participation in the International Exposition in Shanghai, China, from May 1 to October 31, 2010.

Develop an approach for delivering the 2010 International Exposition in Shanghai, China.

Develop, as in the past, a risk management plan for every future international exposition at which Canada will participate.

Review the Policy Framework on International Expositions.

Year 2: 2008-2009

Continue to plan Canada's participation at the 2010 International Exposition in Shanghai, China

Year 3: 2009-2010

Plan and participate in the 2010 International Exposition in Shanghai, China.

Identify key initiatives for delivery in future years.

PRIORITY	Aboriginal Languages and Cultures
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The Aboriginal Languages and Cultures priority seeks to develop long-term strategies for the preservation and promotion of Aboriginal languages and cultures.

First Nations, Inuit and Métis Languages

Today, over 50 languages are spoken by Canada's First Nations, Inuit, and Métis people, and among these languages, only three - Cree, Ojibway, and Inuktitut - are considered viable and relatively secure from extinction in the short term. The remaining languages are in varying states of decline.

Since 1998, the Aboriginal Languages Initiative has funded community-based language projects that have been successful in supporting grassroots community activities to preserve and teach Aboriginal languages. This investment of \$5 million per year has had the cumulative effect of building a foundation of language practitioners and community support in preserving their languages in Canada. Support for Aboriginal languages at a level of \$5 million per year has been extended until 2013-2014.

First step for languages at risk will be to support communities to record, document, and archive their languages most at risk. In addition, the Department of Canadian Heritage will work with First Nations, Inuit and Métis people to support their development of longer term approaches for Aboriginal languages, including the establishment of frameworks and tools in support of monitoring language viability.

More information on Aboriginal programming is available at: (<http://www.pch.gc.ca/aboriginal>).

Planned results and performance indicators

The planned result for this initiative will be to develop in consultation with Canada's Aboriginal peoples a realistic and effective approach to preserving Aboriginal languages.

Short-term progress will be measured through focused projects to record near-extinct languages and the work conducted with First Nations, Inuit and Métis people to develop frameworks and tools that will support them in their efforts to preserve their languages.

Milestones and timeframe

Year 1: 2007-2008

The preservation of languages is considered to be a long-term process, which will require sustained investments. The initiative is considered ongoing and results will be long-term and incremental.

Engage with First Nations, Inuit and Métis people to develop frameworks and tools for the preservation of Aboriginal languages.

PRIORITY Sport Development

Sport and physical activity contribute to improving the health of Canadians, building strong communities and showcasing Canada and Canadian values to the world.

To further develop sport in Canada over the next planning cycle, the Department will:

- address, through its response to the *Road to Excellence* (RtE) plan, the segment of the sport system focused on podium results at Summer Olympic and Paralympic Games, results that are essential in defining Canada as a leading sport nation;
- work towards the development and implementation of a policy for the strategic approach to the bidding and hosting of international sport events in Canada.

Federal Policy for Hosting International Sport Events

The Department, through Sport Canada, will work towards the implementation of a strategic approach to the bidding and hosting of international sport events in Canada. Hosting international sport events in Canada brings significant sport development, social, cultural, economic and community benefits to Canada. The Department recognizes that, by working with stakeholders and exercising strategic leadership, Sport Canada is well positioned to build capacity in the sport system and maximize the accrued sport, social, cultural, community and economic benefits of sport event hosting.

More information is available at: (http://www.pch.gc.ca/progs/sc/prog/index_e.cfm).

Planned result and performance indicators

Sport Canada will initially focus on the implementation of a national hosting policy. Following implementation, Sport Canada will establish an International Sport Event Coordination Group Secretariat to implement a planned and coordinated approach to bidding and hosting in Canada. This will result in enhanced sport development impacts and maximize the benefits of hosting international sport events in Canada.

Performance will be assessed through such measures as the number and type of events funded by Sport Canada and the number of athletes, coaches and volunteers who participate in funded events.

Milestones and timeframe

Year 1: 2007-2008

Implement a national hosting policy.

Establish the Secretariat for the International Sport Event Coordination Group.

Year 2: 2008-2009

Full operationalization of the International Sport Event Coordination Group Secretariat.

Response to the *Road to Excellence* Plan

The Department, through Sport Canada, has built on strong partnerships in the sport community and across governments to deliver on the objectives of the Canadian Sport Policy. Following the awarding of the 2010 Olympic and Paralympic Games to Vancouver, Canada's winter sport community united to develop a plan with the goal of making Canada the number one nation at the 2010 Olympic Games and a top three nation at the 2010 Paralympic Games. The Own the Podium initiative was created in response to this vision. Building on the successful Own the Podium initiative, the summer sport community collaboratively developed the *Road to Excellence* (RtE) plan providing a common vision for Canada's future Summer Olympic and Paralympic success. Through its response to the RtE, the Department will address the segment of the sport system focused on podium results at Summer Olympic and Paralympic Games; results that are essential in defining Canada as a leading sport nation. The main element of this initiative includes enhanced investment targeted to athletes and sports having the greatest potential to achieve podium results.

More information is available at: (http://www.pch.gc.ca/progs/sc/prog/index_e.cfm).

Planned result and performance indicators

The key goal of these efforts is to have systematic achievements of podium performances by Canadian athletes at future Olympic and Paralympic Games and World Championships. Performance will be assessed through such measures as the number of medals, top 8 and top 16 results (by Canadian athletes or teams) at Olympics, Paralympics and World Championships.

Milestones and timeframe

Following the approval by Ministers of the Department's response to the RtE plan, Sport Canada would undertake the following activities to advance this initiative.

Years 1, 2 and 3: 2007-2010

Work with the newly established Podium Canada and sport partners in targeting high performance funding to summer sports.

Consistent with the RtE plan, develop a suite of athlete performance and sport system targets for summer sports.

Consistent with the RtE plan, work with Canadian Sport Centres to outline a clear direction to enhance the level and efficiency of services for high performance athletes and coaches.

Working with key stakeholders, develop a plan to establish a full complement of qualified coaches for targeted summer sports.

PRIORITY 2010 Olympic and Paralympic Winter Games

In 2010, Canada will welcome the world to Vancouver and Whistler, British Columbia, for the Olympic and Paralympic Winter Games. Working with a broad spectrum of partners and other government departments, the Department will contribute to the success of the 2010 Winter Games, by enhancing Canada's profile, advancing federal policies and providing the delivery of essential federal services, resulting in these Games being a matter of pride for all Canadians and a credit to Canada abroad.

2010 Games: Strategic Opportunities Initiative

The Government of Canada is a key partner in planning the 2010 Winter Games. The 2010 Federal Secretariat, situated within the Department of Canadian Heritage, works closely with the Vancouver Organizing Committee (VANOC), other Games partners and other government departments, to contribute to the success of the 2010 Winter Games.

Planned results and performance indicators

Results will include:

- positive exposure and heightened recognition of the Government of Canada as a key partner in the 2010 Winter Games, increased pan-Canadian engagement;
- increased awareness of public policy objectives and inclusion of targeted audiences; and
- support for capital and legacy projects and essential federal services commitments delivered to VANOC.

The performance indicators for these results include:

- level of recognition by partners, stakeholders and the general public and level of pan-Canadian engagement;
- number of agreements with partners entered into that include commitments to sustainability, economic, sport, cultural and social development;
- level of completion of financial legacy trust funds;
- level of participation of Four Host First Nations Society; and
- legal agreements in place for partner's hosting commitments.

More information is available at: (<http://www.canada2010.gc.ca>) and (<http://www.vancouver2010.com>).

Milestones and timeframe

Year 1: 2007-2008

Finalize and implement pan-Canadians engagement initiatives.

Prepare a plan for coordinating 2010 Winter Games partner and interdepartmental activities at the Beijing 2008 Games, China.

Year 2: 2008-2009

Federal presence and participation at 2010 events.

SECTION III

Plans by Program Activity



Introduction

The purpose of Section III is to frame the key initiatives the Department developed to support the attainment of its priorities within Canadian Heritage's Program Activity Architecture (PAA). This demonstrates how the pursuit of these initiatives falls within the purview of the Department's business and by association, how the results of the initiatives help achieve the results of the PAA.

This section is divided according to the Department's two strategic outcomes, their respective program activities and the corporate services that support all of the above.

Departmental Priorities and Program Activities at a Glance

<i>Priority</i>	<i>Program activities</i>
Audio-Visual Policy Framework	Creation of Canadian Content and Performance Excellence Sustainability of Cultural Expression and Participation
Focused Arts and Cultural Policies	Sustainability of Cultural Expression and Participation Access and Participation in Canada's Cultural Life
Canada's Heritage	Sustainability of Cultural Expression and Participation Preservation of Canada's Heritage Access and Participation in Canada's Cultural Life Participation in Community and Civic Life
An Inclusive and Participatory Society	Promotion of Inter-Cultural Understanding Community Development and Capacity-Building Participation in Community and Civic Life
Canada's Cultural Interests Abroad	Sustainability of Cultural Expression and Participation Participation in Community and Civic Life
Aboriginal Languages and Cultures	Preservation of Canada's Heritage
Sport Development	Creation of Canadian Content and Performance Excellence Participation in Community and Civic Life
2010 Olympic and Paralympic Winter Games	Sustainability of Cultural Expression and Participation Participation in Community and Civic Life

Strategic Outcome 1**Canadians Express and Share Their Diverse Cultural Experiences with Each Other and the World**

The Department of Canadian Heritage 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.

The Department's efforts toward achieving this strategic outcome are delivered through the first four program activities of the Canadian Heritage Program Activity Architecture. The table below provides the total planned financial and human resources for the Department's first strategic outcome, which is the sum of resources allocated to four program activities.

Financial and Human Resources of Strategic Outcome 1

<i>Program activity</i>	<i>2007-2008</i>		<i>2008-2009</i>		<i>2009-2010</i>	
	<i>\$M</i>	<i>FTEs</i>	<i>\$M</i>	<i>FTEs</i>	<i>\$M</i>	<i>FTEs</i>
Creation of Canadian Content and Performance Excellence	342.6	396	338.3	395	239.2	396
Sustainability of Cultural Expression and Participation	217.2	598	157.8	596	146.0	608
Preservation of Canada's Heritage	43.0	216	42.8	215	43.8	216
Access and Participation in Canada's Cultural Life	185.4	381	195.9	380	199.7	380
Total	788.2	1 591	734.8	1 586	628.7	1 600

Note: Financial resources are represented in millions of dollars (\$M); human resources are represented in full-time equivalents (FTEs).

The figure on the next page illustrates the four program activity streams that contribute to the achievement of the first strategic outcome.

Strategic Outcome 1 – Canadians Express and Share their Diverse Cultural Experiences with Each Other and the World

<i>Program activity</i>	<i>Program sub-activity</i>	<i>Program sub-sub-activity</i>
CREATION OF CANADIAN CONTENT AND PERFORMANCE EXCELLENCE	Arts & Cultural Industries	Canadian Television Fund; Canada Music Fund: Content Development; Book Publishing: Content Development; Canada Magazine Fund: Content Development; New/Interactive Media: Content Development
	Sport	Sport Support; Sport Hosting; Athlete Assistance
SUSTAINABILITY OF CULTURAL EXPRESSION AND PARTICIPATION	Arts & Cultural Industries	Support for the Arts Sector; Film and Video Sector: Capacity-Building; Canada Music Fund: Capacity-Building; Book Publishing: Industry Development; Canada Magazine Fund: Industry Development; New/Interactive Media: Sector Development; Cultural Investment Review
	Heritage	Support to Heritage Institutions and Organizations; Canadian Heritage Information Network (CHIN)
	2010 Winter Games	
	International	Trade Routes; TV5; International Francophonie; International Norm and Standard Setting; Capacity-Building and Cooperation
PRESERVATION OF CANADA'S HERITAGE	Heritage	Feature Film Preservation and Access; Canadian Music Preservation and Access; Canadian Conservation Institute (CCI)
	Aboriginal Living Cultures	Aboriginal Languages and Cultures; Aboriginal Broadcasting
ACCESS AND PARTICIPATION IN CANADA'S CULTURAL LIFE	Arts & Cultural Industries	Arts in Communities; Book Publishing: Supply Chain Initiative; Publications Distribution Assistance; Canada Music Fund: Collectives Initiative
	Heritage	Canadian Cultural Heritage Online; Exhibitions and Collections; Movable Cultural Property

Program Activity 1 – Creation of Canadian Content and Performance Excellence

Expression of culture starts with the creation of works and performance. Although excellence is what professional artists and high performance athletes strive for, its achievement requires a sufficiently supportive structure 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.

The Department expects two results by pursuing this first program activity: Canadian content reflective of Canada’s diverse society is created and produced for domestic and international markets; and Canadians excel domestically and internationally in culture and sport.

Key Initiatives

The key initiatives under this program activity are:	<i>Corresponding PAA sub activities</i>
Responding to the Evolving Canadian Broadcasting Environment	1.1 Arts and Cultural Industries 1.1.1 Canadian Television Fund
Response to the <i>Road to Excellence</i> Plan	1.2.1 Sport Support, 1.2.3 Athlete Assistance
Federal Policy for Hosting International Sport Events	1.2.2 Sport Hosting

Program Activity 2 – Sustainability of Cultural Expression and Participation

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 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, 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 Canadian audience, pursue international opportunities and build organizational partnerships.

The result of this program activity is vibrant cultural and sport sectors in which Canadian cultural expression and participation can thrive and remain relevant at home and abroad.

Key Initiatives

The key initiatives under this program activity are:	<i>Corresponding PAA sub activities</i>
Canadian Feature Film Policy	2.1.2 Film and Video Sector: Capacity-Building
Audio-visual Institutional Renewal: Telefilm Canada and National Film Board	
Centralization of Canadian Content Certification	
Virtual Museums of Canada: Strategies for Enhancement and Increased Participation	2.2.2 Canadian Heritage Information Network (CHIN)
Knowledge Exchange: Strategies for Enhancement and Growth	
2010 Games: Strategic Opportunities Initiative	2.3 2010 Winter Games
Strengthening the Cultural Sector Internationally through Increased Cultural Exports	2.4 International
Copyright Reform	2.4.4 International Norm and Standard Setting
Implementation of UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions	
International Audio-visual Co-production Framework	2.4.5 Capacity-building and cooperation

Program Activity 3 – Preservation of Canada’s Heritage

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 practices, including film, music, Aboriginal languages, Aboriginal stories and national cultural artefacts and archives. The ultimate goal of this program activity is that Canada’s diverse heritage is preserved.

Key Initiatives

The key initiatives under this program activity are:	<i>Corresponding PAA sub activities</i>
Canada’s Museums Strengthening Protection of Cultural Heritage through the <i>Cultural Property Export and Import Act</i>	3.1 Heritage
Canadian Conservation Institute: New Approaches to Service Delivery	3.1.3 Canadian Conservation Institute (CCI)
First Nations, Inuit and Métis Languages	3.2.1 Aboriginal Languages and Cultures

Program Activity 4 – Access and Participation in Canada’s Cultural Life

In addition to being part of the creative process, participation in Canada’s cultural life can take a considerable variety of forms: reading, attending exhibitions or performances, learning through the Internet, listening to radio, watching films or television, visiting heritage sites, etc. Canadian Heritage helps to create the conditions for a wide access to and participation in the various modes of cultural exchange. The Department focuses on exposing individuals and communities 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 site and events.

The Department’s efforts in this regard will yield an important result: Canadians have access to and participate in a diverse range of Canadian cultural experiences.

Key Initiatives

The key initiatives under this program activity are:	<i>Corresponding PAA sub activities</i>
Canadian Periodical Policy	4.1.3 Publications Distribution Assistance
Canadian Content Online	4.2.1 Canadian Cultural Heritage Online
Exhibits and Collections	4.2.2 Exhibitions and Collections

Strategic Outcome 2

Canadians Live in an Inclusive Society Built on Inter-Cultural Understanding and Citizen

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.

Three program activities of the Department's Program Activity Architecture work to achieve Strategic Outcome 2 and its related priorities. The table below provides the total planned financial and human resources for the Department's second strategic outcome, which is the sum of resources allocated to three program activities.

Financial and Human Resources for Strategic Outcome 2

<i>Program activity</i>	<i>2007-2008</i>		<i>2008-2009</i>		<i>2009-2010</i>	
	<i>\$M</i>	<i>FTEs</i>	<i>\$M</i>	<i>FTEs</i>	<i>\$M</i>	<i>FTEs</i>
Promotion of Inter-Cultural Understanding	121.6	106	121.3	105	121.8	105
Community Development and Capacity-Building	250.1	150	251.4	149	252.1	149
Participation in Community and Civic Life	222.1	452	199.7	447	158.8	427
Total	593.8	708	572.4	701	532.7	681

Note: Financial resources are represented in millions of dollars (\$M); human resources are represented in full-time equivalents (FTEs).

The figure on the next page illustrates the three program activity streams that contribute to the achievement of the second strategic outcome.

Strategic Outcome 2 - Canadians Live in an Inclusive Society Built on Inter-Cultural Understanding and Citizen Participation

<i>Program activity</i>	<i>Program sub-activity</i>	<i>Program sub-sub-activity</i>
PROMOTION OF INTER-CULTURAL UNDERSTANDING	Official Languages	Promotion of Linguistic Duality; Second-Language Learning
	Multiculturalism	
COMMUNITY DEVELOPMENT AND CAPACITY-BUILDING	Aboriginal Partners	Aboriginal Organizations
	Official Languages	Community Life; Minority-Language Education
PARTICIPATION IN COMMUNITY AND CIVIC LIFE	Multiculturalism	
	Aboriginal Communities	Aboriginal Youth; Aboriginal Women; Aboriginal Friendship Centres
	Citizen Participation	Community Partnerships; Human Rights; Information and Research on Canada
	Sport	Sport Support; Sport Hosting
	Youth	Exchanges Canada; Katimavik; Young Canada Works; Canadian Studies
	Celebration	Celebration, Commemoration and Learning; Ceremonial and Protocol
	International	International Expositions
	2010 Winter Games	

Program Activity 5 – Promotion of Inter-Cultural Understanding

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 inter-cultural experiences and understanding.

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

Key Initiatives

The key initiatives under this program activity are:	<i>Corresponding PAA sub activities</i>
Second-Language Learning Agreements	5.1.2 Second-Language Learning
Enhanced Multiculturalism Initiatives to Address Barriers and Increase Participation	5.2 Multiculturalism

Program Activity 6 – Community Development and Capacity-Building

Aboriginal and official languages 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 help Aboriginal communities and networks to thrive. 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.

This program activity seeks to advance the cultural vitality of Canada’s official languages minority and Aboriginal communities.

Key Initiative

The key initiative under this program activity is:	<i>Corresponding PAA sub activity</i>
Development of Official-Language Minority Communities	6.2 Official Languages

Program Activity 7 – Participation in Community and Civic Life

An inclusive society means that all Canadians feel that they have a stake in their communities and their country; they can participate and feel that their contribution matters. 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 their 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 volunteerism in communities. Youth programs generate opportunities and encourage participation. Targeted measures for ethno-cultural and ethno-racial communities assist these groups to more effectively participate into 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.

As a result of the activities that foster participation, the Department will become more engaged in Canada’s communities and civic life.

Key Initiatives

The key initiatives under this program activity are:	Corresponding PAA sub activities
<i>Canada’s Action Plan Against Racism</i> Historical Recognition	7.1 Multiculturalism
Sustainability of Aboriginal Friendship Centres	7.2.3 Aboriginal Friendship Centres
400 th Anniversary of Québec City in 2008	7.6.1 Celebration, Commemoration and Learning
Shanghai 2010 and Canada’s Participation in International Expositions	7.7.1 International Expositions
2010 Games: Strategic Opportunities Initiative	7.8 2010 Winter Games

Corporate Services

This program activity includes the functions of corporate services and strategic governance that support the Department's capacity to develop policies and deliver programs and services to Canadians as the Department makes progress toward the realization of its two strategic outcomes.

Corporate Services are shared functions, with service provided to all sectors, branches and directorates of the Department, in the areas of human resources, financial management, corporate and regional management, communications and ministerial affairs, audit and evaluation functions, legal services, facilities, informatics, information and materiel management.

Performance Measurement

The Department of Canadian Heritage remains committed to the integration of performance information in operational and corporate decision-making. To strengthen the information presented in its Report on Plans and Priorities and Departmental Performance Report, Canadian Heritage will provide additional corporate support to improve performance management throughout the organization.

In support of the implementation of the Management, Resources and Results Structure, the Department of Canadian Heritage will strengthen its performance measurement approach, working horizontally with programs to support reliable and systematic decision-making.

Planned results and performance indicators

The indicators that will be used to measure the success of these activities include:

- a Management, Resources and Results Structure (MRRS) and Program Activity Architecture (PAA) that clearly reflect how the Department uses its resources to achieve measurable results;
- strategic documents, such as business plans, Reports on Plans and Priorities (RPP) and Departmental Performance Reports (DPR) based on measurable results.

Milestones and timeframe

Year 1: 2007-2008

Strengthen the department's approach to performance measurement.

Create better linkages between departmental planning and reporting documents and the performance information contained in Canadian Heritage's MRRS/PAA.

Risk-Based Decision-Making

For senior executives and managers, their awareness of risk has been significantly raised in the past few years given the strengthened government accountability to Parliamentarians and all Canadians for the management of public funds and the results achieved. This new era of greater accountability and transparency places a growing demand on departments to implement mechanisms to better identify and manage risks to its business.

Accordingly, the Department of Canadian Heritage is committed to identify and respond to risks effectively and integrate risk management into key decision-making. The issue today is not *why* the Department should practice good risk management; the issue is *how*.

Increasingly, senior executives and managers expect effective risk management to be part of *how* they are accountable. Increasingly they will be challenged to answer: *What did you know? When did you know? What did you do about it?* Implicit in those questions are others: *How did you know? What mechanisms did you use to escalate notification and respond to these risks?* As such, departmental stewardship, accountability and performance results, organizational values and ethics, and governance are reviewed where public funds are at risk.

The Department has taken a more coherent and integrated view of integrated risk management related initiatives at all levels - governance, corporate, program and project. In doing so, the Department is better positioned to take a more systematic and evidence-based approach to identifying, analyzing/assessing and reporting on its risks (at the corporate level) and developing management improvement strategies with respect to the overall management and administration of grants and contributions. This is done primarily through the annual Corporate Risk Profile. The development of an enterprise-wide approach to integrated risk management permits greater information sharing and learning across program and corporate areas and better equips senior management with the appropriate tools to improve planning and informed decision-making.

The plan to implement risk management will advance five identified priorities: establish a departmental focal point; prepare the corporate risk profile; prepare a risk-based audit and evaluation plan; integrate risk management into business and reporting processes; and build organizational and governance capacity.

Planned results and performance indicators

A risk-smart culture will result in enhanced management rigour in Canadian Heritage.

The indicators that will be used to measure the success of the initiative include:

- focal point for risk management established and resourced adequately;
- risk management practiced across all areas-corporate, programs and regions;
- annual corporate risk profiling;
- a risk-based approach to audit and evaluation planning;

- risk management integrated into business planning, priority-setting, resource allocation and reporting;
- risk management to support key decision-making; and
- governance established at all levels.

Milestones and timeframe

Year 1: 2007-2008

Build organizational and governance capacity for risk management across the Department.

Create a risk-smart workforce and environment.

Service Improvement

Through participation in the Treasury Board's Service Improvement Initiative (SII), and in alignment with other initiatives under the larger Government of Canada service reform agenda, the Department of Canadian Heritage is striving for excellence in the delivery of its programs and services to citizens, businesses, and international clients. More information is available at: (http://www.tbs-sct.gc.ca/si-as/index_e.asp).

Additionally, Canadian Heritage is actively involved in ensuring that the requirements of the forthcoming Treasury Board Policy on Service for the Government of Canada will be fully met by the Department. Canadian Heritage has participated throughout the development of this new policy and has proactively initiated several projects in order to ensure not only ongoing policy compliance, but also ongoing service delivery improvement. Similarly, the Department will ensure the recommendations of the *Independent Blue Ribbon Panel Report* on grants and contributions are integrated within service improvement plans and projects.

Feedback from the Department's clients obtained by using the Treasury Board Secretariat's Common Measurements Tool has revealed a demand for services that are more client-centred, timely and cost effective. These three areas form the basis of a new vision for service delivery in the Department.

To realize this vision and build on the service improvements accomplished to date, the Department commissioned the development of a multi-channel Service Improvement Roadmap (SIR). The purpose of the SIR is to examine current departmental systems and processes of service delivery to clients and map them in order to leverage best practices and to recommend possible improvements. The Department will continue to implement a number of projects stemming from the SIR in 2007-2008, including new approaches, tools, and mechanisms, with a particular emphasis on electronic, on-line accessibility systems to transform service delivery in response to client needs. The SIR will continue to provide an overall vision and direction to future service improvement initiatives long after its initial foundational elements have been implemented.

Planned results and performance indicators

Implementation of the multi-channel SIR will allow Canadians to access departmental programs and services more efficiently. Part of the SIR exercise will include the development of assessment tools using key elements and indicators of the Management Accountability Framework, to measure the Department's success with this initiative.

Milestones and timeframe

In 2006-2007, the Department began validation of the SIR as a multi-year plan, and initiated foundation projects, some of which continues in 2007-2008.

Year 1: 2007-2008

Implement SIR foundation projects, including:

- establish a service improvement planning and monitoring framework;
- pilot service standards for regionally delivered programs and services;
- implement a dynamic and comprehensive inventory of the Department of Canadian Heritage's services and programs to enable coherent and consistent service delivery;
- continue the development of an online transaction system within a multi-channel delivery environment for the Canadian Audio-Visual Certification Office;
- initiate an e-form project as a complement to the online transaction system project; and
- integrate the telephony channel with the e-channel under one organization.

Other planned service improvement projects for 2007-2008:

- establish and implement a performance measurement framework for the Department;
- expand on regionally delivered services standards pilot project to include all other program and services that are delivered only at headquarters;
- implement service charters and service standards across the Department of Canadian Heritage corporate directorates for internally provided services; and
- expand business process mapping and transformation initiative to identify opportunities for process improvement across the department.

Year 2: 2008-2009 and beyond

Finalize the implementation of the SIR foundation projects.

Identify opportunities to align departmental services and seek opportunities to collaborate with Service Canada and Treasury Board Secretariat.

Report on the success of the Roadmap and make adjustments as needed.

Review and revise service channel profiles (*Ongoing*).

Continue to identify, establish and lead departmental efforts to improve service delivery for clients and citizens (*Ongoing*).

Human Resources Initiatives

In 2007-2008, the Department of Canadian Heritage will continue to focus on integrating business and human resources planning, aligning with the Department's business pressures.

Human resources planning will continue to be driven by organizational planning dashboards that provide managers with key demographic and survey data to assist them to chart the best course for their organizations. An important element of the dashboards has been three indices drawn from employee survey data: a Learning Culture Index, a Business Health Culture Index and a Fairness Perception Index. For 2007-2008, serious consideration is being given to introducing two new indices: an Engagement Index and a Values and Ethics Index. All of these will provide snapshots of areas of strength and weakness to focus on planning, organizational development and performance review.

Planned results

A fair, enabling, healthy and safe workplace that exhibits:

- fair employment and workplace practices and effective labour relations;
- clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances; and
- a healthy and safe physical and psychological environment.

A productive, principled, sustainable and adaptable workforce that is:

- committed with the size, mix of skills and diversity of backgrounds to competently perform its duties;
- reflective of Canada's population, respectful of Canada's official languages and that performs its duties guided by the values and ethics of the Public Service;
- renewable and affordable over time; and
- versatile, innovative and engaged in continuous learning.

Milestones and timeframe

Based on its strategic human resources and workplace management framework, the Department will pursue three overarching corporate strategies over the next two years to guide how it will *build*, *strengthen* and *support* an inclusive workplace.

Year 1: 2007-2008

Review and update the Canadian Heritage Resourcing Strategy and Action Plan.

Develop a Canadian Heritage Strengthening Strategy and Action Plan with a focus on continuous engagement, learning and renewal.

Review and update the Canadian Heritage Supporting Strategy and Action Plan with a focus on employee well-being and safety, and values and ethics.

Year 2: 2008-2009

Update core strategies in response to emerging business needs and other environmental pressures.

Within that framework and to maintain its edge and leadership while responding to emerging demographic pressures, Canadian Heritage is strengthening diversity and official languages by establishing a benchmark above and beyond the workforce availability for visible minority representation and by launching an Official Languages Awareness campaign. Further, the Department will be focusing on longer term planning by developing its forecasting capabilities and developing a Succession Planning framework.

Full implementation of the Human Resources and Workplace Management Branch's structure and functions to ensure better positioning to effectively implement these strategies will continue in 2007-2008.

Official Languages Secretariat

In 2006, following a reorganization, the Official Languages Secretariat, previously under the Privy Council Office, became part of Canadian Heritage. The Secretariat is responsible for supporting the Minister of International Cooperation and Minister for La Francophonie and Official Languages in her role to provide leadership and coordinate measures to ensure compliance with the spirit and the intent of the *Official Languages Act* and with Government of Canada commitments.

In 2007-2008, the Official Languages Secretariat will coordinate the evaluation of the *Action Plan for Official Languages*, launched in March 2003, in order to report to the Government. In addition, the Secretariat will continue its work on the strategic coordination of federal official languages initiatives and responsibilities by focussing on discussions with communities and with all Canadians, as well as on the development of new strategies for the future.

Planned results and performance indicators

The Official Languages Secretariat is working towards:

- better horizontal communication among federal institutions;
- better communication among federal institutions, official languages minority communities and groups promoting linguistic duality;
- better communication and improved coordination between the federal government and the provinces and territories; and
- better scientific and empirical understanding of linguistic duality in Canada.

Success in achieving these results will be measured by the number and type of partnerships signed.

Milestones and timeframe

Year 1: 2007-2008

Evaluate the results of the *Action Plan for Official Languages*.

Year 2: 2008-2009

Finalize the evaluation report on the implementation of the *Action Plan for Official Languages*.

Departmental Steering Committee on Multiculturalism

The Departmental Steering Committee supports the work of the Multiculturalism Champion as an agent of change in building awareness and understanding across the Department of Canadian Heritage of the importance of multiculturalism so that its policies and programs better reflect Canada's changing diversity. The Departmental Steering Committee is distinct from the Multiculturalism Program, in that the Committee's focus is on the internal operations of the Department.

Planned results and performance indicators

The objective of the Steering Committee is to mainstream multiculturalism into the day-to-day operations of the Department, particularly in the development and implementation of policies, programs and practices, and to meet the obligations set out in the *Canadian Multiculturalism Act*.

The Steering Committee will oversee the development and implementation of a rolling three year Action Plan on Multiculturalism that sets out on an annual basis clear objectives, priority action areas and outcomes to be pursued by the Department.

Milestones and timeframe

Year 1: 2007-2008

Develop and implement a three-year rolling Action Plan on Multiculturalism.

Develop performance indicators.

Years 2 and 3: 2008-2010

Continue implementing action plan and monitor progress.

SECTION IV

Financial and Non-Financial Tables



Organizational Information

Accountability for the Strategic Outcomes

<i>Minister of Canadian Heritage and Status of Women</i>	The Honourable Beverley J. Oda
<i>Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics</i>	The Honourable David Emerson
<i>Minister of International Cooperation and Minister for La Francophonie and Official Languages</i>	The Honourable Josée Verner
<i>Secretary of State (Foreign Affairs and International Trade) (Sport)</i>	The Honourable Helena Guergis
<i>Secretary of State (Multiculturalism and Canadian Identity)</i>	The Honourable Jason Kenney
<i>Deputy Minister</i>	Judith A. LaRocque
<i>Associate Deputy Minister</i>	Susan Peterson
<i>Executive Committee</i>	Decision-making body chaired by the Deputy Minister; the Associate Deputy Minister, Assistant Deputy Ministers and Corporate Secretary are members.

The Ministers and the Department's senior management team are accountable for the Department's progress toward the two strategic outcomes.

Together, the Ministers are responsible to Parliament for the mandate of Canadian Heritage. The Minister of Canadian Heritage is also assisted by the Secretaries of State. The Deputy Minister reports to the Minister of Canadian Heritage; the Associate Deputy Minister reports to the Deputy Minister, as does the Executive Committee.

Accountabilities for the Program Activity Architecture

<i>Assistant Deputy Minister, Citizenship and Heritage</i>	Diane Fulford
<i>Assistant Deputy Minister, Cultural Affairs</i>	Jean-Pierre Blais
<i>Assistant Deputy Minister, International and Intergovernmental Affairs and Sport</i>	Jacques Paquette
<i>Assistant Deputy Minister, Planning and Corporate Affairs</i>	Bruce Manion
<i>Assistant Deputy Minister, Public Affairs and Communications</i>	Nicole Bourget

Canadian Heritage is organized into a sector structure led by five Assistant Deputy Ministers, who report to the Associate Deputy Minister and the Deputy Minister. A number of corporate services branches report directly to the Deputy Minister. These include: Corporate Secretariat, Legal Counsel, Human Resources and Workplace Management, and Portfolio Affairs. The Ombudsman also reports directly to the Deputy Minister.

Each Assistant Deputy Minister is accountable for the management of his/her organization 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 sub-sub-activities and report to their respective Assistant Deputy Minister.

Financial Tables

Table 1 – Departmental Planned Spending and Full-Time Equivalents

	(\$ millions)	Forecast spending 2006-2007	Planned spending		
			2007- 2008	2008- 2009	2009- 2010
<i>Program activities:</i>					
Creation of Canadian Content and Performance		297.9	341.1	238.3	239.2
Sustainability of Cultural Expression and Participation		285.2	213.9	154.6	142.8
Preservation of Canada's Heritage		37.8	39.0	38.7	39.7
Access and Participation in Canada's Cultural Life		201.5	188.7	199.1	203.0
Promotion of Inter-Cultural Understanding		118.9	121.6	121.3	121.8
Community Development and Capacity Building		240.8	260.0	261.4	262.1
Participation in Community and Civic Life		207.9	203.9	180.0	141.1
<i>Budgetary Main Estimates (gross)</i>		1,390.0	1,368.2	1,193.4	1,149.7
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>		0.01	0.00	0.00	0.00
<i>Non-Budgetary Main Estimates (gross)</i>		1,390.0	1,368.2	1,193.4	1,149.7
Less: Respendable Revenue		5.4	5.2	5.2	5.2
Total Main Estimates		1,384.6	1,363.0	1,188.2	1,144.5
<i>Supplementary Estimates:</i>					
<i>Additional funding</i>					
Various transfers to/from other government departments/agencies (OGDs)		121.1			
Reprofiling of funds		-19.2			
		-59.4			
<i>Savings:</i>					
Reduced cost - smaller Cabinet		-1.0			
Procurement Savings		-1.8			
Program Savings		-5.1			
<i>Other planned initiatives:</i>			19.0	119.0	16.9
<i>Budget announcements:</i>					
<i>Other items:</i>					
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>		-0.01			
<i>Total Adjustments</i>		34.6	19.0	119.0	16.9
Total Planned Spending		1,419.2	1,382.0	1,307.2	1,161.4
Less: Non-Respendable Revenue		62.1	62.1	62.1	62.1
Plus: Cost of Services without charge		28.5	28.9	29.2	29.5
Net Cost of Program		1,385.6	1,348.8	1,274.3	1,128.8
Full-time Equivalents		2,164	2,299	2,287	2,281

Table 2 – Resources by Program Activities for 2007-2008

Program Activity	(\$ millions)						Non-Budgetary Loans, investments, and advances	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Grants	Contributions & other transfer payments	Gross	Re-spendable revenues	Net				
Creation of Canadian Content and Performance Excellence	41.3	27.0	272.8	341.1	0.0	341.1	0.0	341.1	1.5	342.6
Sustainability of Cultural Expression and Participation	56.0	22.6	135.3	213.9	3.3	210.6	0.0	210.6	6.6	217.2
Preservation of Canada's Heritage	21.9	0.0	17.0	38.9	0.9	38.0	0.0	38.0	5.0	43.0
Access and Participation in Canada's Cultural Life	58.7	63.2	66.8	188.7	1.0	187.7	0.0	187.7	-2.3	185.4
Promotion of Inter-Cultural Understanding	13.4	5.6	102.6	121.6	0.0	121.6	0.0	121.6	0.0	121.6
Community Development and Capacity-Building	19.4	35.7	205.0	260.1	0.0	260.1	0.0	260.1	-10.0	250.1
Participation in Community and Civic Life	76.0	16.0	111.9	203.9	0.0	203.9	0.0	203.9	18.2	222.1
Total - Department	286.7	170.1	911.4	1,368.2	5.2	1,363.0	0.0	1,363.0	19.0	1,382.0

Table 3 – Voted and Statutory Items listed in Main Estimates

Vote or Statutory Item	(\$ millions)	
	2007-2008 Main Estimates	2006-2007 Main Estimates
1 Operating expenditures	252.1	249.6
5 Grants and contributions	1,080.6	1,104.6
(S) Salaries of the Lieutenant-Governors	1.1	1.0
(S) Payments under the <i>Lieutenant-Governors Superannuation Act</i>	0.6	0.6
(S) Supplementary retirement benefits-former Lieutenant-Governors	0.2	0.2
(S) Contributions to employee benefit plans	28.3	28.5
(S) Minister of Canadian Heritage-salary and motor car allowance	0.1	0.1
Total Budgetary	1,363.0	1,384.6
L15 Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>	0.00	0.01
Total - Department	1,363.0	1,384.6

Table 4 – Services Received Without Charge

	(\$ millions)	2007-2008
Accommodation provided by Public Works and Government Services Canada		16.1
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds)		10.8
Workers' compensation coverage provided by Social Development Canada		0.1
Salary and associated expenditures of legal services provided by Justice Canada		1.9
Total 2007-2008 Services received without charge		28.9

Table 5 – Sources of Respendable and Non-Respendable Revenues

	(\$ millions)	Forecast revenues 2006-2007	Planned revenues		
			2007-2008	2008-2009	2009-2010
Respendable Revenues:					
Sustainability of Cultural Expression and Participation		3.3	3.3	3.3	3.3
Preservation of Canada's Heritage		0.9	0.9	0.9	0.9
Access and Participation in Canada's Cultural Life		1.0	1.0	1.0	1.0
<i>Total - Respendable Revenues</i>		5.2	5.2	5.2	5.2
Non-Respendable Revenues:					
Federal-Provincial Lottery Agreement		62.1	62.1	62.1	62.1
<i>Total - Non-Respendable Revenues</i>		62.1	62.1	62.1	62.1
Total Respendable and Non-Respendable Revenues		67.3	67.3	67.3	67.3

Table 6 – Resource Requirements by Sector for 2007-2008

(\$ millions)	Sectors				Corporate Services	Total
	Cultural Affairs	Citizenship and Heritage	International, Intergovernmental Affairs and Sport	Public Affairs and Communications		
<i>Program Activities :</i>						
Creation of Canadian Content and Performance Excellence	194.2	0.0	135.9	0.2	12.3	342.6
Sustainability of Cultural Expression and Participation	75.0	6.0	113.2	6.5	16.5	217.2
Preservation of Canada's Heritage	3.4	30.1	0.1	3.6	5.8	43.0
Access and Participation in Canada's Cultural Life	154.9	14.3	1.7	9.8	4.7	185.4
Promotion of Inter-Cultural Understanding	0.0	116.5	0.2	2.4	2.5	121.6
Community Development and Capacity Building	0.0	242.8	0.1	3.5	3.7	250.1
Participation in Community and Civic Life	0.2	146.2	16.5	57.6	1.6	222.1
Total Planned Spending	427.7	555.9	267.7	83.6	47.1	1,382.0

Introduction to the External User Fees table

The table on external fees for services provided by the Canadian Audio-Visual Certification Office is presented below for information, to demonstrate transparency, and to provide context for reporting on these in the subsequent Departmental Performance Report. Inclusion of this table does not signify intent to amend the fees or create new fees in 2007-2008.

Table 7 – External User Fees

<i>Name of user fee</i>	Fee levy under the Canadian Film or Video Production Tax Credit Program (CPTC)
<i>Fee setting authority</i>	The <i>Department of Canadian Heritage Act</i> . The Canadian Audio-Visual Certification Office (CAVCO) of Canadian Heritage co-administers this program with the Canada Revenue Agency.
<i>Fee type</i>	<p>CAVCO is responsible for determining whether a production is a Canadian film or video production and for estimating eligible labour expenditures.</p> <p>The fees are for CAVCO issuance of a Canadian Film or Video Production Certificate and a Certificate of Completion once the production is complete and meets the Canadian content requirements, and is thus eligible for the Canadian Production Tax Credit.</p> <p>There are also fees for an amended certificate already issued and a certified copy of an already issued certificate.</p>
<i>Reason for original fee introduction in 1995</i>	<p>CAVCO is a Vote Netted Revenues organization. It had two objectives for originally establishing the fee structure:</p> <ul style="list-style-type: none"> ▪ to establish fees that would be simple and equitable for the entire audio-visual industry; and ▪ to recover the cost of the services provided by CAVCO. <p>In 2004, CAVCO modified the user fee structure for the CPTC program to maintain service standards.</p>

More detailed information on the CAVCO user fees is available at:

(http://www.pch.gc.ca/progs/ac-ca/progs/bcpac-cavco/progs/cipc-cptc/cipc-cptc_e.cfm#fee).

Table 8 – List of Transfer Payment Programs

Over the next three-year planning cycle, the Department of Canadian Heritage will manage the following transfer payment programs in excess of \$5 million:

Aboriginal Peoples' Program	Cultural Spaces Canada
Arts Presentation Canada	Development of Official-Language Communities Program
Athlete Assistance Program	Enhancement of Official Languages
Book Publishing Industry Development Program	Exchanges Canada Program
Canada Magazine Fund	Grants/Contributions to TV5
Canada Music Fund	Hosting Program
Canada New Media Fund	Katimavik Program
Canadian Arts and Heritage Sustainability Program	Multiculturalism Program
Canadian Culture Online Program	Museums Assistance Program
Celebration, Commemoration and Learning Program	National Arts Training Contribution Program
Community Historical Recognition Program	Publication Assistance Program
Contribution in Support of the Canadian Television Fund	Sport Support Program

More information is available at:

(<http://www.tbs-sct.gc.ca/est-pre/estime.asp>).

Table 9 – List of Conditional Grants (Foundations)

The Department of Canadian Heritage will not be providing funding to any Foundation for the period covered by this planning exercise.

Table 10 – List of Horizontal Initiatives

Over the next three years, the Department of Canadian Heritage will lead the following horizontal initiatives: Action Plan for Official Languages and 2010 Winter Olympic and Paralympic Games.

More information is available at:

(http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/dep-min/dep-min_e.asp).

Table 11 – Sustainable Development Strategy

The department's *Sustainable Development Strategy 2007-2009* focuses on ensuring that the environmental impacts of its decisions are understood, weighed and appropriately addressed. To this end, the *Sustainable Development Strategy* (SDS) makes its first priority to institute effective governance structures and management measures, with a primary objective to strengthen decision-making and monitoring at Canadian Heritage in support of sustainable development. In addition, the SDS underscores the unique contribution that Canadian Heritage makes in the area of sustainable communities and in particular the essential role that culture plays. This is reflected in the second priority to improve the federal knowledge base about sustainable development and increase planning capacity to account for the social and cultural dimension of sustainable communities. Finally, the SDS advances previous departmental sustainable development strategies by furthering the ongoing commitment to integrate better environmental management in program and policy areas as well as in key operations.

A table demonstrating the alignment of the Department sustainable development work to departmental plans and priorities and to federal sustainable development goals is available at: (http://www.pch.gc.ca/pc-ch/pubs/2007_rpp/index_e.cfm).

More information on Canadian Heritage's *Sustainable Development Strategy 2007-2009* is available at: (http://www.pch.gc.ca/pc-ch/pubs/sds/index_e.cfm).

Table 12 – Internal Audits and Evaluations

This audit and evaluation list is based on the present 2006-2007 multi-year plan and includes carry-overs from 2006-2007 into 2007-2008. A five-year integrated risk-based audit and evaluation plan is being developed in consultation with all program sectors. Depending on departmental needs and priorities, this plan will include many but not necessarily all of the audits and evaluations included in the list.

Name of Internal Audit / Evaluation	Audit/Evaluation Type	Status	Expected Completion Date
Book Publishing Industry Development Program	Internal Audit	In-Progress	2007-2008
Aboriginal Peoples' Program (Aboriginal Friendship Centers Program)	Internal Audit	Planned	2007-2008
Aboriginal Peoples' Program (Aboriginal Youth)	Internal Audit	Planned	2007-2008
Canadian Television Fund	Internal Audit	Planned	2007-2008
Community Partnerships Program	Internal Audit	Planned	2008-2009
Development of Official Language Communities Program	Internal Audit	Planned	2007-2008
Exchanges Canada Program	Internal Audit	In-Progress	2007-2008
Museums Assistance Program	Internal Audit	Planned	2007-2008
Sport Hosting Program	Internal Audit	Planned	2008-2009
Enhancement of Official Languages and Development of Official Language Communities Program	Summative Evaluation	Planned	2008-2009
Aboriginal Peoples' Program	Summative Evaluation	Planned	2008-2009
Arts Presentation Canada	Summative Evaluation	In-Progress	2007-2008
Book Publishing Industry Development Program	Summative Evaluation	Planned	2007-2008
Canada Music Fund	Summative Evaluation	In-Progress	2007-2008
Canadian Arts and Heritage Sustainability Program	Summative Evaluation	Planned	2007-2008

Name of Internal Audit / Evaluation	Audit/Evaluation Type	Status	Expected Completion Date
Canadian Culture Online Strategy	Summative Evaluation	Planned	2007-2008
Celebration, Commemoration and Learning Program	Summative Evaluation	In-Progress	2007-2008
Cultural Spaces Canada	Summative Evaluation	In-Progress	2007-2008
Exchanges Canada Program	Summative Evaluation	Planned	2008-2009
Multiculturalism Program	Formative Evaluation	Planned	2008-2009
Museums Assistance Program	Summative Evaluation	Planned	2008-2009
National Arts Training Contribution Program	Summative Evaluation	In-Progress	2007-2008
Sport Canada Program	Summative Evaluation	Planned	2009-2010
TV5	Summative Evaluation	In-Progress	2007-2008
Movable Cultural Property Program	Internal Audit	Planned	2007-2008
Promotion of Linguistic Duality	Internal Audit	Planned	2007-2008
400 th Anniversary of Quebec in 2008 (one time allotment under the Celebration, Commemoration and Learning Program)	Summative Evaluation	Planned	2008-2009
Canadian Studies Program	Summative Evaluation	Planned	2008-2009
Human Rights Program	Summative Evaluation	Planned	2008-2009
Movable Cultural Property Program	Summative Evaluation	Planned	2008-2009
National Training Program in Film and Video Sector	Summative Evaluation	In-Progress	2007-2008
Youth Employment Strategy-Young Canada Works	Summative Evaluation	In-Progress	2007-2008
Trade Routes	Summative Evaluation	Planned	2007-2008
Canada Traveling Exhibition Indemnification Program	Summative Evaluation	Planned	2008-2009

Name of Internal Audit / Evaluation	Audit/Evaluation Type	Status	Expected Completion Date
Canadian Film or Video Tax Credit	Summative Evaluation	In-Progress	2007-2008
Canadian Heritage Information Network Program (e.g. Community Memory Program)	Summative Evaluation	Planned	2007-2008
2010 Olympic and Paralympic Winter Games Federal Secretariat	Internal Audit	Planned	2007-2008
Federal Coordination via the 2010 Olympic and Paralympic Winter Games Federal Secretariat	Formative Evaluation	Planned	2008-2009
Official Languages Secretariat	Summative Evaluation	In-Progress	2007-2008
Canadian Audio-Visual Certification Office	Internal Audit	Planned	2007-2008
Feature Film Policy	Internal Audit	Planned	2007-2008
Grants and Contributions Expenses	Internal Audit	Planned	2007-2008
IM/IT Strategic Planning	Internal Audit	Planned	2007-2008
Management of Physical Workplace Environment	Internal Audit	Planned	2007-2008
Human Resources (Integration of People Management Planning into Business Planning)	Internal Audit	Planned	2008-2009
IT Investment Planning	Internal Audit	Planned	2008-2009
IT Security	Internal Audit	Planned	2008-2009
<p>Further information on audit and evaluation reports is available at: http://www.pch.gc.ca/progs/em-cr/index_e.cfm. Canadian Heritage posts audit and evaluation reports online only once they are completed and approved by the Audit and Evaluation Committee.</p>			

ANNEXES

**Supplementary
Information**

Annex A: List of Statutes Administered in Whole or in Part by the Canadian Heritage Portfolio

<i>An Act to Incorporate the Jules and Paul-Emile Léger Foundation</i>	S.C. 1980-81-82-83, c. 85
<i>An Act to acknowledge that persons of Ukrainian origin were interned in Canada during the First World War and to provide for recognition of this event</i>	S.C. 2005, c. 52
<i>Broadcasting Act</i>	S.C. 1991, c. 11
<i>Canada Council for the Arts Act</i>	R.S.C. 1985, c. C-2
<i>Canada Travelling Exhibitions Indemnification Act</i>	S.C. 1999, c. 29
<i>Canadian Heritage Languages Institute Act</i> (not in force)	S.C. 1991, c. 7
<i>Canadian Multiculturalism Act</i>	R.S.C. 1985, c. 24 (4 th Supp.)
<i>Canadian Race Relations Foundation Act</i>	S.C. 1991, c. 8
<i>Canadian Radio-television and Telecommunications Commission Act</i>	R.S.C. 1985, c. C-22
<i>Copyright Act</i> (formulation of cultural policy)	R.S.C. 1985, c. C-42
<i>Cultural Property Export and Import Act</i>	R.S.C. 1985, c. C-51
<i>Department of Canadian Heritage Act</i>	S.C. 1995, c. 11
<i>Foreign Publishers Advertising Services Act</i>	S.C. 1999, c. 23
<i>Holidays Act</i>	R.S.C. 1985, c. H-5
<i>Income Tax Act</i> (tax credits, national arts, service organizations and cultural property)	R.S.C. 1985 (5 th Supp.) as amended
<i>Investment Canada Act</i> (cultural foreign investment)	R.S.C. 1985, c. 28 (1 st Supp.)
<i>Library and Archives of Canada Act</i>	S.C. 2004, c.11
<i>Lieutenant-Governors Superannuation Act</i> (in part)	R.S.C. 1985, c. L-8
<i>Museums Act</i>	S.C. 1990, c. 3

<i>National Acadian Day Act</i>	S.C. 2003, c.11
<i>National Anthem Act</i>	R.S.C. 1985, c. N-2
<i>National Arts Centre Act</i>	R.S.C. 1985, c. N-3
<i>National Battlefields at Québec Act</i>	S.C. 1907-08, c. 57-58
<i>National Film Act</i>	R.S.C. 1985, c. N-8
<i>National Horse of Canada Act</i>	S.C. 2002, c. 11
<i>National Sports of Canada Act</i>	S.C. 1994, c.16
<i>National Symbol of Canada Act</i>	R.S.C. 1985, c. N-17
<i>Official Languages Act (Part VII)</i>	R.S.C. 1985, c. 31 (4 th Supp.)
<i>Parliamentary Employment and Staff Relations Act</i>	R.S.C. 1985, c. 33 (2 nd Supp.)
<i>Physical Activity and Sport Act (in respect of sport)</i>	S.C. 2003, ch.2
<i>Public Service Employment Act (Report to Parliament)</i>	R.S.C. 1985, c. P-33
<i>Salaries Act (lieutenant-governors)</i>	R.S.C. 1985, c. S-3
<i>Sir John A. Macdonald and Sir Wilfrid Laurier Day Act</i>	S.C. 2002, c.12
<i>Status of the Artist Act (Part 1)</i>	S.C. 1992, c.33
<i>Telefilm Canada Act</i>	R.S.C. 1985, c. C-16
<i>Trade-marks Act (use of national symbols)</i>	R.S.C. 1985, c. T-13

Annex B: Departmental Points of Service Across Canada



Annex C: Contact Information

For one-stop access to information about the programs and services of the Department, visit: (<http://www.pch.gc.ca>)
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