Canadian Heritage

2008-2009 Estimates

Part III

Report on Plans and Priorities

The Honourable Josée Verner
Minister of Canadian Heritage,
Status of Women and Official Languages

Canada

Table of Contents

SECTION I—DEPARTMENTAL OVERVIEW 1

1. Ministers' Messages 3
2. Management Representative Statement 6
3. Raison d'être 7
4. Organizational Information 8
5. Program Activity Architecture 18
6. Voted and Statutory Items Displayed in the Main Estimates 26
7. Departmental Planned Spending Table and Full-Time Equivalents 27
8. Summary Information 28
   - 8.1 Financial Resources ($ millions) 28
   - 8.2 Human Resources (FTEs) 28
   - 8.3 Departmental Priorities 28
   - 8.4 Program Activities by Strategic Outcome 30
9. Context – Canadian Heritage Plans and Priorities Operating Environment 32

SECTION II—ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME ... 43

STRATEGIC OUTCOME 1 44

Program Activity 1: Creation of Canadian Content and Performance Excellence 45
Program Activity 2: Sustainability of Cultural Expression and Participation 52
Program Activity 3: Preservation of Canada's Heritage 55
Program Activity 4: Access to Canada's Culture 58

STRATEGIC OUTCOME 2 60

Program Activity 5: Promotion of Inter-Cultural Understanding 61
Program Activity 6: Community Development and Capacity-Building 64
Program Activity 7: Participation in Community and Civic Life 65

SECTION III—SUPPLEMENTARY INFORMATION 75

Table 1: Departmental Links to the Government of Canada Outcomes 78
Table 2: Canadian Heritage Sustainable Development Strategy 2007-09 84
Table 3: Details of Transfer Payment Programs (see list in Appendix B) 90
Table 4: Evaluations 90

Table 5: Foundations (Conditional Grants) 90
Table 6: Green Procurement 90
Table 7: Horizontal Initiatives 90
Table 8: Internal Audits 90
Table 9: Services Received Without Charges....90
Table 10: Sources of Respendable and Non-Respendable Revenue 90
Table 11: User Fees 90

SECTION IV—OTHER ITEMS OF INTEREST 91

Program Activity 8: Internal Services....93

APPENDICES 111

APPENDIX A: List of Grants/Contributions Programs and Special Initiatives by Program Activity according to the Program Activity Architecture 2008-09 113
APPENDIX B: List of Transfer Payments Programs (Grants and Contributions) of More Than $5 million....116
APPENDIX C: List of Statutes Administered in Whole or in Part by the Canadian Heritage Portfolio....117
APPENDIX D: Departmental Points of Service Across Canada 119
APPENDIX E: Contacts for Further Information 120

SECTION I—DEPARTMENTAL OVERVIEW

1. MINISTERS' MESSAGES

Minister of Canadian Heritage, Status of Women and Official Languages

Ministre du Patrimoine canadien, de la Condition féminine et des Langues officielles

Ottawa, Canada, K1A 0M5

As Minister of Canadian Heritage, Status of Women and Official Languages, I am pleased to present the Department of Canadian Heritage's 2008-2009 *Report on Plans and Priorities*.

Canadians have a rich and diverse cultural heritage thanks to the tremendous creative talent and contributions of dynamic communities across the country. The Department of Canadian Heritage promotes the arts and culture, official languages, multiculturalism, Aboriginal culture and heritage, Canadian identity, and sport, as well as our broadcasting, sound recording, publishing, film and interactive media industries. As this document illustrates, the Department supports initiatives that are at the very heart of what it means to be Canadian.

Canadian Heritage is supporting a number of celebrations across Canada, and one of the biggest priorities this year is our involvement in the celebrations for Québec City's 400th anniversary. There are few cities in America that can celebrate such a past. The Government of Canada is proud to be a partner in these festivities. From Newfoundland and Labrador to British Columbia, Canadians will join in this great celebration.

Moreover, as the Minister responsible for Official Languages, I am pleased our country has two official languages that are assets for our future, both for individuals and society as a whole. During the next fiscal year, my Department will continue to promote French and English and encourage the growth of official-language minority communities. As well, the Official Languages Secretariat is coordinating the efforts of departments, agencies, and other federal institutions to ensure that all of their programs and policies take into account the requirement of linguistic duality. To this end, I will build on the consultations on linguistic duality and official languages that Bernard Lord has led throughout the country on my behalf to develop an effective strategy and to follow up on the Action Plan for Official Languages.

The Government of Canada is committed to promoting Canadian values and achievements, and engaging citizens of all backgrounds in community life, and many of the activities that Canadian Heritage supports encourage community engagement. For example, we announced annual funding of $30 million for ongoing support of local arts and heritage festivals and community anniversaries, including the creation of the Building Communities Through Arts and Heritage program. We are working closely with representatives from different levels of government, the private sector, and the cultural scene to ensure that Canadians have access to high-quality arts and culture in their regions.

Following the official apology that Prime Minister Harper offered in 2006 to Canadians of Chinese origin for the imposition of the Head Tax, Canadian Heritage continues to follow through on the commitment to make symbolic *ex gratia* payments to head-tax payers and conjugal partners of now deceased head-tax payers. As well, we will support programs that educate Canadians about chapters in our history such as this one, which have had an impact on our diverse communities.

Sport participation and excellence in sport bring many benefits to our communities and call for investments in a sport system that positions Canadians to shine athletically on the international stage and create pride at home. The Government of Canada is committed to strengthening Canadians' participation in sport, both in our communities and at the highest level, and we provide more than $140 million annually to this end.

Canada is an inclusive society built on intercultural understanding and citizen participation. By providing Canadians with opportunities to express and share their diverse cultural experiences with each other and the world, Canadian Heritage helps increase participation in community life and promote international understanding of our unique cultural heritage. These efforts play an important role in strengthening the Canadian federation and ensuring that Canada is a proud and sovereign nation.

I am proud to be working with my colleagues, the Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, the Secretary of State (Foreign Affairs and International Trade) (Sport), and the Secretary of State (Multiculturalism and Canadian Identity). As the work plan outlined in this Report illustrates, the Department of Canadian Heritage will continue to promote our cultural heritage and encourage Canadians to participate in the life of their communities and in Canadian society.

Josée Verner

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

Canada is now in the two-year countdown to hosting the 2010 Olympic and Paralympic Winter Games, and the excitement continues to build.

Ranking among the world's largest and most significant international events, the Olympic and Paralympic Games require tremendous planning and coordination. The Government of Canada is pleased to be working in partnership with the Government of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Vancouver Organizing Committee, the Canadian Olympic Committee, the Canadian Paralympic Committee, and the Four Host First Nations Society to ensure that we are ready when the Games begin in February 2010.

Our Government has committed $597 million to ensure the successful delivery of the 2010 Olympic and Paralympic Winter Games. This includes funding for sport and event venues; a Legacy Endowment Fund that provides operational funding for sporting venues which will be available beyond 2010; federal essential services in areas such as health, immigration, and meteorology; support for the Four Host First Nations Society; a Live Sites Program through which Vancouver and Whistler residents and visitors will be able to share in the excitement of the Games experience; and the operating costs of the Paralympic Games.

I am proud to report that the Whistler venues have been officially opened on time and within budget. These wonderful facilities are available for training two years ahead of the big event, which means our athletes will be ready for world-class performances. The venues will also serve as an important legacy for Canadians long after the Games are over.

As Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, I am pleased to provide Canadians with an outline of the work planned for the 2008-2009 fiscal year to ensure that the 2010 Olympic and Paralympic Winter Games will be a huge success.

David Emerson

2. MANAGEMENT REPRESENTATIVE STATEMENT

I submit for tabling in Parliament, the ***2008-09 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 2008-09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada 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.
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Judith A. LaRocque
Deputy Minister, Canadian Heritage

3. RAISON D'ÊTRE

The Department of Canadian Heritage is responsible for formulating policies and delivering programs that help all Canadians to participate in their shared cultural and civic life. It is Canada's culture ministry, created in 1993 from components of former departments responsible for communications, national health and welfare, multiculturalism and citizenship, and the environment, as well as the Secretary of State.

The Department's legislative mandate is set out in the *Department of Canadian Heritage Act*, which offers an extensive but not exhaustive list of responsibilities for the Minister under the general heading of "Canadian identity and values, cultural development, and heritage." The Department oversees the administration of a large set of governing legislation, notably: the *Broadcasting Act*, the *Copyright Act* (shared with Industry Canada), the *Canadian Multiculturalism Act*, the *Official Languages Act (Part VII)*, the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (shared with Health Canada). Canadian Heritage is specifically responsible for the formulation and implementation of policy related to multiculturalism, official languages, state ceremonial and protocol, Canadian symbols, and the formulation of cultural policy related to copyright, foreign investment, and broadcasting.

The Department's main activities involve funding community and other third party organizations with a view to promoting the benefits of culture, identity, and sport for Canadians. In pursuing its mission "toward a more cohesive and creative Canada," the Department works within a framework headed by two strategic outcomes:

- **Strategic Outcome 1: Canadians express and share their diverse cultural experiences with each other and the world.** The Department helps to ensure that Canadians can express their creativity, showcase their talents, and share their diverse experiences via the arts, heritage institutions, cultural industries, and sport activities, both professional and amateur. To achieve this outcome, the Department enacts policies and programs that seek to create an environment where Canada's diverse voices and distinctive accent on liberal democratic values can be strengthened and shared, both at home and abroad.
- **Strategic Outcome 2: Canada is an inclusive society built on intercultural understanding and citizen participation.** The Department seeks to respond both to certain challenges to cohesion and to the many creative opportunities that come with an increasingly diverse social fabric. To achieve this outcome, the Department provides programming in support of socio-economic inclusion for disadvantaged groups such as off-reserve Aboriginal people and official language minority communities, but also exchange and dialogue on shared citizenship values between Canadians of all origins and backgrounds.

Canadian Heritage's two strategic outcomes are linked in the Government of Canada's overall strategic framework to the spending area "Social Affairs." For more information, see *Canada's Performance Report 2006-07* at http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rctb-eng.asp and Table 1 in Section III of this report.

- Strategic Outcome 1 is linked to a sub-area of Government spending described as "A vibrant Canadian culture and heritage." Its performance indicator is participation in cultural and heritage activities.
- Strategic Outcome 2 is linked to the sub-area "Diverse society that promotes linguistic duality and social inclusion." Its four performance indicators are: attitudes toward diversity; attitudes toward linguistic duality; volunteerism; and political participation.

More broadly, Canadian Heritage makes a strong contribution to Government of Canada social, economic, and international policy through its activities in support of dynamic cultural industries, world-class cultural institutions, and healthy communities. The Department's outcomes do much to create value and quality of life for Canadians, while attracting talent, investment, and tourism to Canada from around the world.

4. ORGANIZATIONAL INFORMATION

Mandate, Roles and Responsibilities

The Department of Canadian Heritage is responsible for the Government of Canada's role with respect to arts, culture, sport, heritage and citizen participation.

The *Department of Canadian Heritage Act* clearly sets out the Minister's powers, duties and functions with respect to "Canadian identity and values, cultural development and heritage." These responsibilities explicitly include:

- 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;
- broadcasting, except in respect of 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;
- national museums, archives and libraries;
- national battlefields;
- the encouragement, promotion and development of 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;
- the promotion of a greater understanding of human rights, fundamental freedoms and related values;
- multiculturalism; and
- state ceremonial and Canadian symbols.

- The *Department of Canadian Heritage Act* also states that in exercising the powers and performing the duties and functions assigned to the Minister, the Minister shall initiate, recommend, coordinate, implement and promote national policies, projects and programs with respect to Canadian identity and values, cultural development and heritage. The Minister may enter into agreements with the government of any province or any agency thereof.

Other statutes, listed in Appendix C, also fall under the Department's responsibility in whole or in part.

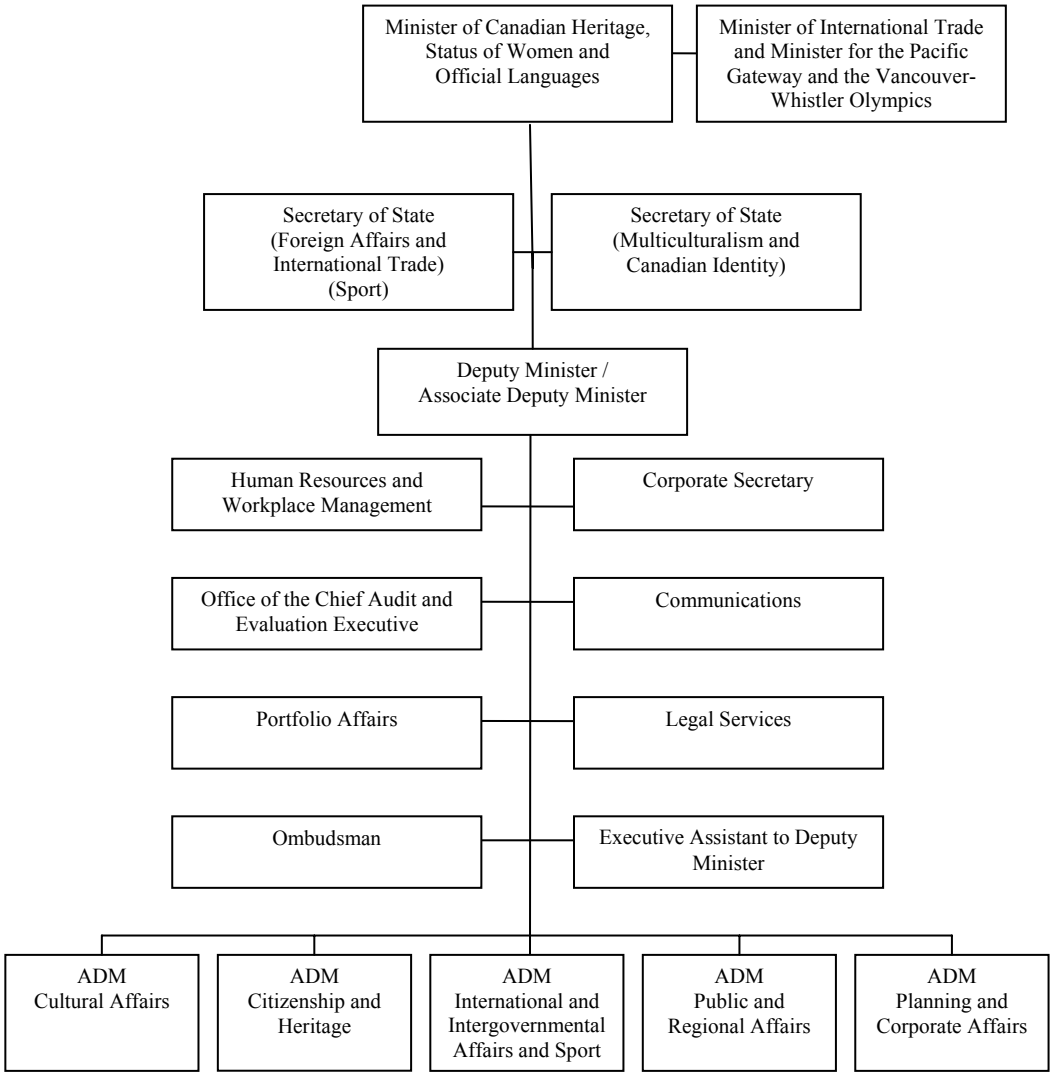
Organizational Structure

The Minister of Canadian Heritage, Status of Women and Official Languages is responsible before Parliament for the Department. The Minister is assisted by the Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, by the Secretary of State, Foreign Affairs and International Trade (Sport) and the Secretary of State, Multiculturalism and Canadian Identity.

The Deputy Minister of Canadian Heritage supports the Ministers and the Secretaries of State in the Department's overall orientation. The Deputy Minister and Associate Deputy Minister are jointly responsible for achieving the Department's strategic outcomes with the support of the Assistant Deputy Ministers and other departmental staff which are located in the National Capital region and throughout Canada as well as in few locations outside the country.

Organizational Structure of the Department of Canadian Heritage

2008-09



(ADM=Assistant Deputy Minister)

Within the Department, seven core functions report to the Deputy Minister:

- **Human Resources and Workplace Management** is responsible for getting the right people in the right jobs at the right time by promoting a culture that supports performance, learning and innovation, and ensuring that employees feel valued, safe, and engaged; it also provides critical infrastructure to the entire Department.
- **The Corporate Secretariat** is responsible for: Access to Information and Privacy Secretariat; Executive Services Secretariat; Ministerial Liaison Office; Parliamentary and Regulatory Affairs; Office of the Corporate Secretary; and Planning and Resource Management (which includes Minister, Secretaries of State and Executive Offices).

- **Portfolio Affairs** integrates policy, planning, reporting, financial management, central agencies coordination, appointments, governance and communications issues relative to the Canadian Heritage Portfolio organizations.
- **Legal Services** is the principal source of legal services and advice for the Department.
- **The Ombudsman** is a neutral party who provides all employees at all levels with *confidential*, *informal,* and *impartial* support; in addition, the Canadian Heritage Ombudsman is the designated Senior Integrity Officer who is responsible for the implementation of the *Public Servants Disclosure Protection Act.*
- **The Office of the Chief Audit and Evaluation Executive** provides the Department with independent and neutral evaluation, assurances and recipient compliance audit services; it is also the focal point for integrated risk management expertise and provides secretariat support to committees for evaluation and to the external members of the Departmental Audit Committee.
- **The Communications Branch** delivers professional and strategic services to ensure that communications across the Department are timely, well coordinated, effectively managed, and responsive to the diverse needs of the public that the organization serves.

It should be noted that in 2007, Public Affairs and Communications became Public and Regional Affairs as the Communications Branch now reports directly to the Deputy Minister. Also as of 2007, the Corporate Review Branch was repositioned to report directly to the Deputy Minister, in accordance with the new Internal Audit Policy and the forthcoming new Evaluation Policy. In 2008, its name was changed to the Office of the Chief Audit and Evaluation Executive.

The Department has five sectors each headed by an Assistant Deputy Minister (ADM). These sectors develop and implement policies, programs and initiatives aimed at achieving the Department's strategic outcomes.

Accountability for the Strategic Outcomes

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

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, Status of Women and Official Languages is also assisted by two Secretaries of State. The Deputy Minister reports to the Minister of Canadian Heritage, Status of Women and Official Languages; the Associate Deputy Minister reports to the Deputy Minister, as does the Executive Committee.

Accountabilities for the Program Activity Architecture

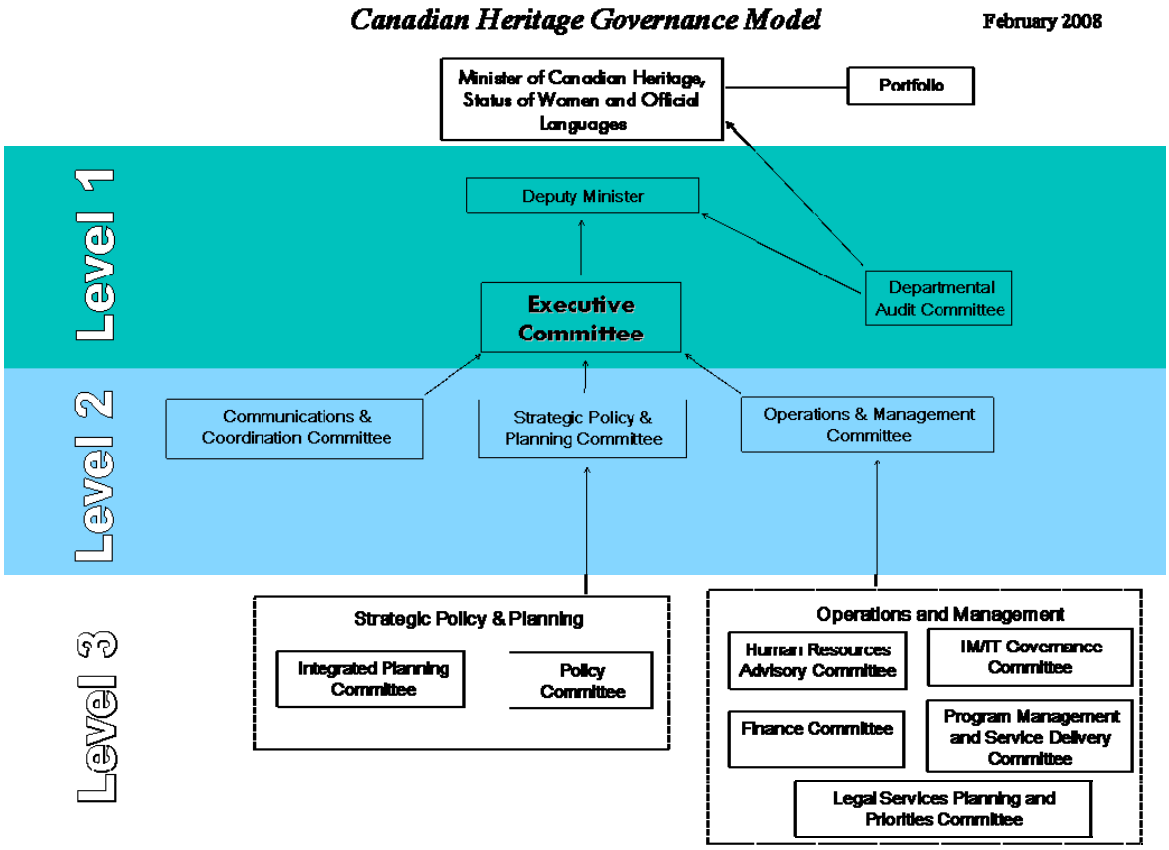
Assistant Deputy Minister, Cultural Affairs	*Jean-Pierre Blais*
Assistant Deputy Minister, Citizenship and Heritage	*Diane Fulford*
Assistant Deputy Minister, International and Intergovernmental Affairs and Sport	*Marie-Geneviève Mounier*
Assistant Deputy Minister, Public and Regional Affairs	*Nicole Bourget*
A/Assistant Deputy Minister, Planning and Corporate Affairs	*Tom Scrimger*

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

Governance Model

Departmental governance is an important element of the Management Accountability Framework which sets out expectations for good management. An overview of the Department of Canadian Heritage's internal governance structure is therefore provided in this report.

Over the past year, changes have been made to the Department's governance structure. In part, these changes are in response to the *Federal Accountability Act*, passed in December 2006, and are designed to strengthen accountability and management of the department. The Department's internal governance structure consists of three levels.



Management Level 1: The Decision-making Committees

- The Executive Committee is the Department's senior decision-making committee. It acts as a "board of directors", responsible for overall governance, strategic direction and decision-making in support of the Deputy Minister.
- As part of the implementation of the new Internal Audit Policy, the audit function reports directly to the Deputy Minister since July 11, 2007. The Departmental Audit Committee is being created and implemented in response to the requirements of the Policy. This committee will provide the Deputy Minister with independent, neutral and objective advice on the state of risk management, internal controls and governance processes.

Management Level 2: The Operational Committees (Chaired by the Deputy Minister or by the Associate Deputy Minister)

- The Communications and Coordination Committee is a forum for discussion on future communications and departmental events programming.
- The Strategic Policy and Planning Committee. Following the creation of the Departmental Audit Committee, and in response to requirements of the revised Government of Canada Evaluation Policy, a new integrated Strategic Policy, Planning and Evaluation Committee, chaired by the Deputy Minister, is being created and will be operational in early 2008-09. This Committee will act as a catalyst in developing a strategic vision by linking policies, programs and evaluations, with a view to achieving the Department's strategic outcomes. The Operations and Management Committee is responsible for reviewing processes and deciding how to implement operational and management strategies.

Management Level 3: The Advisory Committees

- The Policy Committee provides advice on policy development and reports to the Strategic Policy, Planning and Evaluation Committee.
- A new Integrated Planning Committee was created in April 2007 to provide advice to senior level committees with respect to the efficient delivery of the Department's mandate. A risk management dimension has been integrated within the work of this Committee.
- The Human Resources Advisory Committee, the Finance Committee, the Information Management and Information Technology (IM/IT) Committee, the Program Management and Service Delivery Committee and the Legal Services Planning and Priorities Committee all report on their respective areas of responsibility to the Operations and Management Committee.

A range of networks, forums and other committees allow directors general, directors, middle management, senior officers and employees to exchange information with departmental colleagues, based on shared expertise or management responsibilities.

This committee structure and the Department's management structure are designed to strengthen governance and help the Department be more proactive on the Government's management and policy program. The model enhances overall consistency as well as the

transparency of the decision-making process, to ensure progress toward achievement of the Department's strategic outcomes.

Role of the Regions

In addition to its headquarters in Gatineau, Quebec, the Department connects with Canadians through five regional offices and 22 points of service across Canada, as well as through its Web site. These offices serve a wide range of client organizations at the community-level by managing certain grants and contributions programs.

In 2008-09, grants and contributions will again represent more than 80 % of total departmental spending. Regions play an important role in delivering programs. While the management and delivery of these grants and contributions programs form the core of regional work, regional employees also provide many more services. For instance, they provide outreach and communications support for Ministers' and Secretaries of State's visits in the regions and for major events and thematic days (e.g. Canada Games, local Canada Day events, activities for March 21 Anti-Racism Day). They also provide strategic analysis and advice for the development of policies and programs, and help build partnerships with other federal departments, other orders of government, and public institutions.

Regional offices help the Department ensure that its programs and services are effective and locally relevant, that its policies respond to the needs and concerns of Canadians, and that communications efforts are well targeted and the ministers well-supported.

Portfolio

The Canadian Heritage Portfolio plays a central role in supporting cultural and civic activities in Canada. It is comprised of the Department (including the Canadian Conservation Institute and the Canadian Heritage Information Network) and 19 other organizations – agencies, Crown corporations, and a Board – that operate in the areas of Audio-visual, Heritage, Arts, Human Rights, and Public Service Human Resources.

While these organizations are outside the Department's direct governance structure, the Minister of Canadian Heritage is responsible for ensuring that the Portfolio agencies and Crown corporations support Government of Canada priorities. The agencies in the Portfolio produce an individual *Report on Plans and Priorities*. The Canadian Heritage Portfolio 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 following regroups these organizations by thematic areas and provides a brief description of each organization.

Audio-visual

The **Canadian Broadcasting Corporation**, Canada's national public broadcaster, creates and delivers programming and information through a comprehensive range of media.

The **Canadian Radio-Television and Telecommunications Commission** regulates and supervises all aspects of the Canadian broadcasting system with a view to implementing the broadcasting policy set out in the *Broadcasting Act*.

The **National Film Board** produces and distributes audiovisual works that provide a uniquely Canadian perspective, including diverse cultural and regional perspectives, recognized across Canada and around the world.

Telefilm Canada is dedicated to the development and promotion of Canada's audiovisual industry. Telefilm fosters the production of original, diverse and high quality films, television programs and new media products that reflect Canada's linguistic duality, cultural diversity, and regional character.

Heritage

Library and Archives Canada preserves the documentary heritage of Canada for the benefit of present and future generations. It is a source of enduring knowledge accessible to all, contributing to the cultural, social and economic advancement of Canada. It facilitates cooperation in the Canadian knowledge community, and serves as the continuing memory of the Government of Canada and of its institutions.

The **Canada Science and Technology Museum Corporation** fosters scientific and technological literacy throughout Canada with its collection of scientific and technological objects. The Corporation oversees the operation of the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum.

The **Canadian Museum of Nature** increases interest in, knowledge of, and appreciation and respect for, the natural world with its collection of natural history objects.

The **Canadian Museum of Civilization Corporation** increases knowledge and critical understanding of, and appreciation and respect for, human cultural achievements and human behaviour with its collection of objects of historical or cultural interest. The Canadian War Museum is an affiliated museum.

The **National Gallery of Canada** furthers knowledge, understanding and enjoyment of art in general among all Canadians with its collection of art. The Canadian Museum of Contemporary Photography is an affiliated museum.

The **National Battlefields Commission** preserves and develops the historic and urban parks of the National Battlefields Park in Québec City and in the surrounding area, including the Plains of Abraham and Des Braves Park.

The **Canadian Cultural Property Export Review Board** determines whether cultural property is of "outstanding significance and national importance" pursuant to the *Cultural Property Export and Import Act*.

Arts

The **Canada Council for the Arts** fosters the development of the arts in Canada by providing artists and professional arts organizations in Canada with a broad range of grants through peer evaluation committees.

The **National Arts Centre** has become Canada's pre-eminent performing arts centre; it creates, showcases and celebrates excellence in the performing arts; and strives to symbolize artistic quality, innovation and creativity for all Canadians.

Human Rights

Status of Women Canada is the Government of Canada agency that promotes the full participation of women in the economic, social, and democratic life of Canada. It develops strategic government policy advice and partnerships, and provides financial assistance for projects that create concrete outcomes for women.

Multiculturalism

The **Canadian Race Relations Foundation** is committed to building a national framework for the fight against racism in Canadian society. It sheds light on the causes and manifestations of racism; provides independent, outspoken national leadership; and acts as a resource and facilitator in the pursuit of equity, fairness and social justice.

Human Resources

The **Public Service Commission** is responsible for safeguarding the values of a professional public service: competence, non-partisanship and representativeness. It does this in the public interest as part of Canada's governance system.

The **Public Service Labour Relations Board** is an independent, quasi-judicial statutory tribunal responsible for administering the collective bargaining and grievance adjudication system in the federal Public Service and Parliament as well as providing mediation and conciliation services to help parties resolve differences without resorting to a formal hearing.

The **Public Service Staffing Tribunal** is an independent and quasi-judicial body which conducts hearings and provides mediation services in order to resolve complaints related to internal appointments and lay-offs in the federal public service.

The **Public Servants Disclosure Protection Tribunal** is a tribunal responsible for determining, for each application referred by the Public Sector Integrity Commissioner, whether a complainant of wrongdoing has been subjected to a reprisal and whether the person or persons identified in the application as having taken the alleged reprisal actually took it; it may make orders granting a remedy to complainants.

5. PROGRAM ACTIVITY ARCHITECTURE

Introduction

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

The Program Activity Architecture is a major component of the larger Management, Resources and Results Structure (MRRS). A complete MRRS includes strategic outcomes, the PAA, the financial and non-financial information for each element of the PAA, and the departmental governance structure.

Explanation of Changes to the Department of Canadian Heritage's Program Activity Architecture

In response to the Treasury Board Secretariat (TBS) requirements regarding full implementation of the Management, Resources and Results Structure Policy (MRRS), the Department of Canadian Heritage made some changes to its Program Activity Architecture (PAA) officially approved in June 2005. The 2005 PAA contained two Strategic Outcomes and seven Program Activities. In April 2007, minor changes were made to reflect changes to departmental programs. Minor editorial changes were also made to the description of some Program Activities. Internal Services was added as a separate Program Activity as per TBS requirements. These revisions come into effect on April 1, 2008.

Canadian Heritage also undertook a comprehensive and substantive renewal of its PAA and related Performance Measurement Framework (PMF) which will come into effect on April 1, 2009 following Treasury Board approval. The revised PAA and PMF address comments and suggestions made by the Treasury Board Secretariat in the Round IV Management Accountability Framework Assessment. In 2008-09, Canadian Heritage will focus its efforts on the implementation of these revised management tools.

The following table reflects the main changes from the 2005 PAA to the 2008 PAA.

Program Activity Architecture As of June 2005	Program Activity Architecture Effective April 1, 2008
STRATEGIC OUTCOME 1: Canadians express and share their diverse cultural experiences with each other and with the world.	Unchanged; French translation slightly modified.
Program Activity 1: Creation of Canadian Content and Performance Excellence.	Editorial change to make Program Activity description more concise and clear.
Athlete Assistance.	Changes in order of sub-sub activities titles. Sport Support.
Sport Support.	Sport Hosting.
Sport Hosting.	Athlete Assistance.
Program Activity 2: Sustainability of Cultural Expression and Participation.	Editorial change to make Program Activity description more concise and clear.
Vancouver 2010.	2010 Winter Games.
Program Activity 3: Preservation of Canada's Heritage.	Editorial change to make Program Activity description more concise and clear.
Aboriginal Living Cultures.	Change in title in French: «Cultures autochtones vivantes». Addition of sub-sub-activity: Aboriginal Living Cultures: Others.
Program Activity 4: Access and participation in Canada's Cultural life.	Change in title: Access to Canada's Culture. Editorial change to make Program Activity description more concise and clear.
Book Publishing: Supply Chain Initiative.	Change in title: Book Publishing: Marketing.

STRATEGIC OUTCOME 2: Canadians live in an inclusive society built on inter-cultural understanding and citizen participation.	Change in title: Canada is an inclusive society built on inter-cultural understanding and citizen participation.
Program Activity 5: Promotion of inter-cultural understanding.	Editorial change to make Program Activity description more concise and clear.
Program Activity 6: Community Development and Capacity Building.	Editorial changes to make Program Activity description more concise and clear.
Program Activity 7: Participation in Community and Civic Life.	Changes in sub activity title in French: «Participation communautaire et citoyenne».
Aboriginal Communities.	Addition of sub-sub-activity: Aboriginal Communities: Others.
Community Partnership.	Program was abolished on September 25, 2006.
Human Rights and Court Challenges.	Change in title: Human Rights. Court Challenges program was abolished on September 25, 2006.
	Court Challenges: New sub-sub program activity created to reflect downsizing of the program.
Citizen Participation.	Sub-sub-activity removed: Information and Research on Canada.
Program Activity 8: Corporate Services.	Changes as per TBS requirements: Program Activity: Internal Services now includes the following 13 components; Legal Services; Information Technology Services; Information Management Services; Financial Management Services; Human Resources Management Services; Public Affairs/Communication Services; Evaluation Services; Internal Audit Services; Management and Oversight Services; Public Policy Services; Supply Chain Management Services; Facilities, Asset Management Services; Other Support Delivery Services.

The Department of Canadian Heritage's Program Activity Architecture (effective as of April 1, 2008) is anchored by two Strategic Outcomes:

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

These two Strategic Outcomes are supported by seven Program Activities**:**

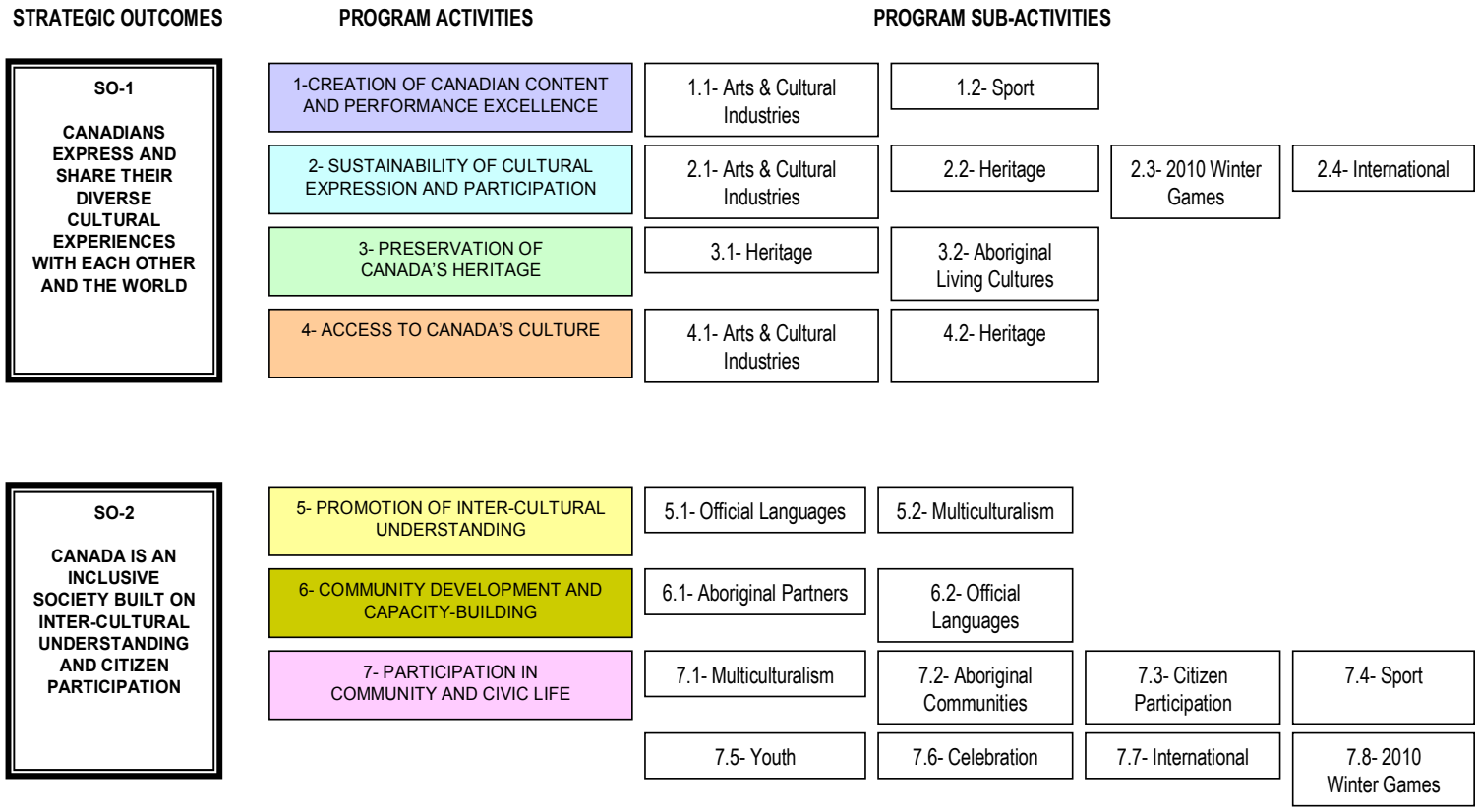
- Creation of Canadian content and performance excellence.
- Sustainability of cultural expression and participation.
- Preservation of Canada's heritage.
- Access to Canada's culture.
- Promotion of inter-cultural understanding.
- Community development and capacity-building.
- Participation in community and civic life.

In addition, Program Activity 8 describes Internal Services.

The following diagrams depict the 2008-09 Program Activity Architecture

Revised April 2007
Effective April 1, 2008

PCH Program Activity Architecture



Revised April 2007
Effective April 1, 2008

PCH Program Activity Architecture

STRATEGIC OUTCOME	PROGRAM ACTIVITIES	PROGRAM SUB-ACTIVITIES	PROGRAM SUB-SUB-ACTIVITIES
CANADIANS EXPRESS AND SHARE THEIR DIVERSE CULTURAL EXPERIENCES WITH EACH OTHER AND THE WORLD	1- CREATION OF CANADIAN CONTENT AND PERFORMANCE EXCELLENCE	1.1- Arts & Cultural Industries	1.1.1.Canadian Television Fund; 1.1.2 Canada Music Fund: Content Development; 1.1.3 Book Publishing: Content Development; 1.1.4 Canada Magazine Fund: Content Development; 1.1.5 New/Interactive Media: Content Development
		1.2- Sport	1.2.1 Sport Support; 1.2.2 Sport Hosting; 1.2.3 Athlete Assistance
	2- SUSTAINABILITY OF CULTURAL EXPRESSION AND PARTICIPATION	2.1- Arts & Cultural Industries	2.1.1 Support for the Arts Sector; 2.1.2 Film and Video Sector: Capacity-Building; 2.1.3 Canada Music Fund: Capacity-Building; 2.1.4 Book Publishing: Industry Development; 2.1.5 Canada Magazine Fund: Industry Development; 2.1.6 New/Interactive Media: Sector Development; 2.1.7 Cultural Investment Review
		2.2- Heritage	2.2.1 Support to Heritage Institutions and Organizations; 2.2.2 Canadian Heritage Information Network (CHIN)
		2.3- 2010 Winter Games	
		2.4- International	2.4.1 Trade Routes; 2.4.2 TV5; 2.4.3 International Francophonie; 2.4.4 International Norm and Standard Setting; 2.4.5 Capacity-Building and Cooperation
	3- PRESERVATION OF CANADA'S HERITAGE	3.1- Heritage	3.1.1 Feature Film Preservation and Access; 3.1.2 Canadian Music Preservation and Access; 3.1.3 Canadian Conservation Institute (CCI)
		3.2- Aboriginal Living Cultures	3.2.1 Aboriginal Languages and Cultures; 3.2.2 Aboriginal Broadcasting
	4- ACCESS TO CANADA'S CULTURE	4.1- Arts & Cultural Industries	4.1.1 Arts in Communities; 4.1.2 Book Publishing: Marketing; 4.1.3 Publications Distribution Assistance; 4.1.4 Canada Music Fund: Collectives Initiative
		4.2- Heritage	4.2.1 Canadian Cultural Heritage Online; 4.2.2 Exhibitions and Collections; 4.2.3 Movable Cultural Property

Revised April 2007
Effective April 1, 2008

PCH Program Activity Architecture

STRATEGIC OUTCOME	PROGRAM ACTIVITIES	PROGRAM SUB-ACTIVITIES	PROGRAM SUB-SUB-ACTIVITIES
CANADA IS AN INCLUSIVE SOCIETY BUILT ON INTER-CULTURAL UNDERSTANDING AND CITIZEN PARTICIPATION	5- PROMOTION OF INTER-CULTURAL UNDERSTANDING	5.1- Official Languages	5.1.1 Promotion of Linguistic Duality; 5.1.2 Second-Language Learning
		5.2- Multiculturalism	
	6- COMMUNITY DEVELOPMENT AND CAPACITY-BUILDING	6.1- Aboriginal Partners	6.1.1 Aboriginal Organizations
		6.2- Official Languages	6.2.1- Community Life; 6.2.2 Minority-Language Education
	7- PARTICIPATION IN COMMUNITY AND CIVIC LIFE	7.1- Multiculturalism	
		7.2- Aboriginal Communities	7.2.1 Aboriginal Youth; 7.2.2 Aboriginal Women; 7.2.3 Aboriginal Friendship Centres; 7.2.4 Aboriginal Communities: Others
		7.3- Citizen Participation	7.3.2 Human Rights; 7.3.4 Court Challenges
		7.4- Sport	7.4.1 Sport Support; 7.4. 2 Sport Hosting
		7.5- Youth	7.5.1 Exchanges Canada; 7.5.2 Katimavik; 7.5.3 Young Canada Works; 7.5.4 Canadian Studies
		7.6- Celebration	7.6.1 Celebration, Commemoration and Learning; 7.6.2 Ceremonial and Protocol
		7.7- International	7.7.1 International Expositions
		7.8- 2010 Winter Games	

Revised April 2007
Effective April 1, 2008

PCH Program Activity Architecture

PROGRAM ACTIVITY	PROGRAM SUB-ACTIVITIES	PROGRAM SUB-SUB-ACTIVITIES
8- INTERNAL SERVICES	Legal Services	
	Information Technology Services	
	Information Management Services	
	Financial Management Services	
	Human Resources Management Services	
	Public Affairs / Communications Services	
	Evaluation Services	
	Internal Audit Services	
	Management and Oversight Services	
	Public Policy Services	
	Supply Chain Management Services	
	Facilities / Asset Management Services	
	Other Support Delivery Services	

6. VOTED AND STATUTORY ITEMS LISTED IN THE MAIN ESTIMATES

Voted or Statutory Item	Truncated Vote or Statutory Wording	**2008-09 Main Estimates**	2007-08 Main Estimates
1	Operating expenditures	**272,193**	252,110
5	Grants and contributions	**1,088,828**	1,080,643
(S)	Contributions to employee benefit plans	**28,254**	28,265
(S)	Minister of Canadian Heritage – salary and motor car allowance	**76**	75
(S)	Salaries of the Lieutenant-Governors	**1,129**	1,103
(S)	Payments under the *Lieutenant-Governors Superannuation Act*	**637**	637
(S)	Supplementary Retirement benefits-former Lieutenant-Governors	**182**	182
	Total Canadian Heritage Department	**1,391,299**	1,363,015

Note: This table shows amounts in thousands of dollars but in the rest of the document they are displayed in millions of dollars.

7. DEPARTMENTAL PLANNED SPENDING TABLE AND FULL TIME EQUIVALENTS

($ millions)	Forecast Spending 2007-08	**Planned Spending 2008-09**	Planned Spending 2009-10	Planned Spending 2010-11
Program activities				
Creation of Canadian Content and Performance	341.1	**339.6**	226.1	215.6
Sustainability of Cultural Expression and Participation	213.9	**176.2**	151.7	80.5
Preservation of Canadian Heritage	39.0	**40.7**	41.4	42.1
Access to Canada's Culture	188.7	**207.4**	205.1	116.5
Promotion of Inter-Cultural Understanding	121.6	**121.5**	120.0	122.6
Community Development and Capacity Building	260.0	**252.9**	242.7	243.9
Participation in Community and Civic Life	203.9	**257.2**	200.1	153.6
Budgetary Main Estimates (gross)	1,368.2	**1,395.5**	1,187.1	974.8
Less: Respendable Revenue	5.2	**4.2**	4.0	4.0
Total Main Estimates	1,363.0	**1,391.3**	1,183.1	970.8
Supplementary Estimates				
Additional Funding	99.0			
Various transfers to/from other government departments and /agencies	-10.2			
Reprofiling of funds	-38.1			
Other planned initiatives		**35.5**	26.5	46.5
Total Adjustments	50.7	**35.5**	26.5	46.5
Total Planned Spending	1,413.7	**1,426.8**	1,209.6	1,017.3
Less: Non-respendable revenue	62.8	**62.8**	62.8	62.8
Plus: Cost of services received without charge	30.7	**31.3**	31.6	30.5
Net Cost of Program	1,381.6	**1,395.3**	1,178.4	985.0
Full-time Equivalents	2 252	**2 354**	2 351	2 074

Note: In the next two years, $342.3M in program funding will sunset ($184.7M at the end of 2008-09 and $157.6M at the end of 2009-10). The major initiatives sunsetting during this period are: Tomorrow Starts Today ($107.5M), Canadian Television Fund ($99.6M), Community Historical Recognition Program ($15.1M), Urban Multipurpose Aboriginal Youth Centres ($25.0M), Katimavik ($19.8M), Vancouver 2010 ($42.5M) and Québec 2008 ($21.5M).

8. SUMMARY INFORMATION

8.1 Financial Resources ($ millions)

2008-09	2009-10	2010-11
1,426.8	1,209.6	1,017.3

8.2 Human Resources (FTEs)

2008-09	2009-10	2010-11
2 354	2 351	2 074

8.3 Departmental Priorities

Priority	Type
1. Adapting Cultural Policy to Changing Technology and a Global Marketplace.	Previously committed.
2. Promoting Canada Through Community Engagement and Major Events.	New.
3. Delivering New Support for Official Languages.	New.
4. Investing in Canadian Sport.	Previously committed.
5. Strengthening Management Practices.	Ongoing.

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

The October 2007 Speech from the Throne noted the Government of Canada's commitment to improve the protection of cultural and intellectual property rights, including copyright reform, thus ensuring that cultural policy is adapting to changing technology and a global marketplace. Responsive cultural policy helps secure a space for Canadian voices nationally and internationally, and furthers the Government's desire to create a national environment that encourages "the capacity of Canadians to (…) build an even stronger Canada, striving for excellence (…) with growing confidence that they can make a difference at home and in the world" (Speech from the Throne 2006).

Priority 2: Promoting Canada Through Community Engagement and Major Events

2008 is an important year for the promotion of Canada as the country will celebrate several major events such as the 400th anniversary of the founding of Québec City, the 250th anniversary of the establishment of Nova Scotia's representative assembly, and the 150th anniversary of the founding of the Crown Colony of British Columbia. The promotion of Canada also plays out in communities across the country, notably through recently funded local festivals and the expression and celebration of local arts and heritage.

Priority 3: Delivering New Support for Official Languages

The 2006 Speech from the Throne recognized that "linguistic duality is a tremendous asset for the country," while Budget 2007 announced significant funding dedicated to supporting official language minority communities and promoting linguistic duality, as well as for events surrounding the 400th anniversary of Québec City.

Priority 4: Investing in Canadian Sport

Canada's achievements as a sporting nation, with the excellence of its athletes recognized in national and international competitions, contribute to the strength of the Canadian identity as well as to the economic, social, and cultural fabric of the nation. Recognizing this, the Government has provided significant funding for the 2010 Olympic and Paralympic Winter Games while also supporting community sport participation, athletic development and excellence in winter sports.

Priority 5: Strengthening Management Practices

The Department is reviewing and continually adjusting its corporate management infrastructure and its governance structure to respond to new requirements regarding results-based management, comptrollership, risk management, internal audit and evaluation, service delivery, and public service modernization. Extensive redesign of the Department's Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) is also currently under way, to further enhance governance and accountability through informed and transparent policy development, decision-making and risk management.

8.4 Program Activities by Strategic Outcome

Strategic Outcomes and Program Activities	Expected Results	Planned Spending ($ millions)			Contribute to the Following Priorities
		2008-09	2009-10	2010-11	
Strategic Outcome 1	CANADIANS EXPRESS AND SHARE THEIR DIVERSE CULTURAL EXPERIENCES WITH EACH OTHER AND THE WORLD				Priority 1 Priority 4
Program Activity 1 Creation of Canadian Content and Performance Excellence.	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.	351.3	237.6	227.2	Priority 1 Priority 4
Program Activity 2 Sustainability of Cultural Expression and Participation.	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.	188.1	153.6	77.4	Priority 1 Priority 4
Program Activity 3 Preservation of Canada's Heritage	The ultimate goal of this Program Activity is that Canada's diverse heritage is preserved.	39.8	40.5	41.2	Priority 1

Program Activity 4 Access to Canada's Culture	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.	210.6	209.7	121.1	Priority 1
Strategic Outcome 2	CANADA IS AN INCLUSIVE SOCIETY BUILT ON INTER-CULTURAL UNDERSTANDING AND CITIZEN PARTICIPATION				Priority 2 Priority 3 Priority 4
Program Activity 5 Promotion of Inter-Cultural 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.	121.5	120.0	122.6	Priority 2 Priority 3
Program Activity 6 Community Development and Capacity Building	This Program Activity seeks to advance the cultural vitality of Canada's official languages minority and Aboriginal communities.	252.9	242.7	243.9	Priority 3
Program Activity 7 Participation in Community and Civic Life	As a result of the activities that foster participation, Canadians will become more engaged in Canada's communities and civic life.	262.6	205.5	183.9	Priority 2 Priority 4
Total	(For the two Strategic Outcomes)	1,426.8	1,209.6	1,017.3	

9. CONTEXT – CANADIAN HERITAGE PLANS AND PRIORITIES: OPERATING ENVIRONMENT

The Department of Canadian Heritage encourages access to and participation in our country's cultural and civic life. The Department delivers over 60 programs, nine of which are delivered in conjunction with the regions. These programs support Canadians in sharing their cultural experiences with each other and with the world, and in living in an inclusive society based on intercultural understanding and citizen participation.

The Department provides financial assistance through grants and contributions, directly or indirectly, to individuals, institutions, community organizations, not-for-profit organizations and other levels of government. The Department has established and closely adheres to a Grants and Contributions Management Policy, in accordance with Treasury Board policies, founded on principles of sound justification, reasonable analysis, and accountability. Programs are managed in accordance with a legislative and strategic framework that encompasses the *Financial Administration Act*, the *Official Languages Act*, and Treasury Board Secretariat policies such as the Policy on Transfer Payments, the Policy on Payables at Year-End, and the Official Languages Policy Framework.

The Department also plays an important role in developing and implementing innovative policy options that help to ensure its responses to public policy issues are relevant to Canadians.

The Department works closely with the Canadian Heritage Portfolio to implement a coherent and integrated perspective on government priorities and policy objectives and to support cultural and civic participation in Canada. Key areas of Portfolio cooperation include heritage, audio-visual, arts, and human rights. The Department also facilitates reporting to Parliament for the human resources organizations in the Portfolio.

The Department and Portfolio operate in a context of enhanced accountability, with an emphasis on value for money that is consistent with significant new Government measures to ensure financial responsibility and public sector integrity.

Corporate Risks

The Department of Canadian Heritage takes an integrated approach to risk management across the organization. The Department has developed a Corporate Risk Profile that identifies key risk management themes, notably: 1) Practicing sound management and stewardship; 2) Demonstrating program results; and 3) Effective and values-based human resource management.

These themes reflect an emphasis on horizontal management priorities which provide a solid foundation for program and policy functions and give support to the Government of Canada commitment to improve accountability and achieve results. The themes derive from horizontal analysis of past audit and evaluation studies as well as from the findings of the most recent assessment of practice against the Treasury Board Secretariat's Management Accountability Framework. The Corporate Risk Profile notes that transfer payments are a significant feature of the Department and that the risk associated with the management of transfer payment programs represents an area that requires ongoing management attention

and concerted efforts. In addition, the Department provides much of its support through third party delivery systems, and through regional points of service, and must manage the potential risk in these systems appropriately. In order to address these corporate risks, the Department is making the strengthening of management practices one of the five priorities outlined in the *Report on Plans and Priorities 2008-09* as well as the subject of several key initiatives within that priority.

ENVIRONMENTAL SCAN: INTERNAL AND EXTERNAL FACTORS

The Department of Canadian Heritage continually monitors both immediate environmental changes and the broad, long-term trends that are shaping cultural participation, expression and consumption. The findings of this year's environmental scans include important observations on social, technological and economic trends that are affecting Canada's cultural sector.

Demographic Trends

Aging society

Canada's demographic makeup and social organization is changing. The Canada of the future will be quite different than the one of previous generations. Over 80% of Canadians now live in urban areas and, like other industrialized nations, Canada is experiencing a "greying" of its population. In 2006, the 65-and-over population made up a record 13.7% of the total population in Canada. The proportion of the population under 15 years of age fell to 17.7%, its lowest level ever.

Diversity

Canada is an increasingly diverse country. Canada's 32 million inhabitants reflect a very diverse cultural, ethnic and linguistic make-up. Approximately 225 000 immigrants a year from all parts of the globe continue to choose Canada, drawn by its quality of life and its reputation as an open and peaceful society that welcomes newcomers and values diversity. Immigration accounted for about two thirds of the demographic increase in 2006-07. Projections show that by 2017, visible minorities may account for one in every five people in Canada, a trend confirmed by the 2006 Census. Canada is also becoming much more multilingual. Results of the 2006 Census indicate that over 200 languages are spoken in Canada, and 20% of Canadians identified their mother tongue as being other than English or French.

Official-language minority communities throughout the country are an integral part of Canada's identity. According to the 2006 Census, the number of Francophones in Canada living outside Quebec whose first official language is French has remained relatively stable, with a slight increase – 997 000 individuals compared to 988 000 in 2001. For the first time since 1976, the proportion of people in Quebec whose first official language is English has increased, from 12.9% to 13.4%. Moreover, between 2001 and 2006, knowledge of French has increased among Anglophones from 9.0% to 9.4%, and among allophones from 11.8% to 12.1%.

In 2006, the number of people who self-identified as Aboriginal reached 1 172 790, with 54% of Aboriginal Canadians living in urban areas. The Aboriginal population is also younger than the rest of the Canadian population. There are nearly twice as many Aboriginal children under the age of four as compared with non-Aboriginals and the median age for Aboriginal people is 27 years old as compared to 40 for non-Aboriginals.

The Department of Canadian Heritage works within its mandate to address persistent challenges to social inclusion faced by certain minority population, be they ethno-cultural minorities, official language minority communities, or youth at risk. By fostering intercultural understanding and supporting participation in Canada's social and cultural life through arts, sport, and heritage, the Department's activities align with those of other departments and other orders of government to decrease the likelihood of social fragmentation, alienation, and exclusion.

Technological Trends

As of 2006, 70% of Canadian households were connected to the Internet, with 86% of those households using high-speed connections. The number of Canadians who report having used the Internet to download music (31%), movies (5%) and television shows (4%), watch videos (29%) and television (6%), and listen to radio (22%) has increased in 2006 compared to 2005.[1]

As new technologies permeate the content industries, the notion of "cultural products" is changing from fixed objects into something more fluid, flexible and increasingly difficult to define. At the same time, individual Canadians are playing an increasingly active role in cultural content production and expression. New technologies and social networking tools are permitting a greater range of citizens to generate their own cultural content and contribute to, and experience, new digital cultural spaces. While the transformations involved in this increasingly digital and networked environment are taking place at different rates and in different ways, overall, the business models that previously defined the creation, production and dissemination of cultural content products are changing.

It is important to note that the traditional ways that Canadians consume media have not been brought to an end by rapid changes in technology. Canadians are still watching television and listening to the radio, reading magazines and going to the movies. That said, the Department's findings show that the cultural content industries are in a period of transition.

The needs and interests of Canadians are also changing. From a content perspective, Canadians – as citizens and consumers – are seeking information and entertainment choices personalized to reflect their tastes and interests, and meet their individual needs. They want immediacy, they want mobility, they want to participate – and they do not distinguish among platforms. Growing expectations of instant and open access to content are altering attitudes around social interaction**,** sharing, copyright, and professional content. This transformation of the cultural experience puts the citizen at the centre and opens up new possibilities for collaboration with creators, new forms of engagement, and active participation in the cultural/creative environment. In the context of adapting cultural policy to a changing Canadian society and global marketplace, and in response to the October 2007 Speech of the

[1] Canada, Canadian Radio-television and Telecommunications Commission, (CRTC), *Broadcasting Policy Monitoring Report 2007*.

Throne, the Department will continue to work with Industry Canada to review the Canadian copyright regime and respond to changing domestic and international environments.

Economic Trends

Overall, Canada's economic performance has been rated as relatively strong, and the forecast is that it will continue to make gains, even if at a slower pace than in previous months. However, the high value of the Canadian dollar impacts areas like foreign location shooting and tourism, which are significant cultural exports. Furthermore, the effects of the economic uncertainty in the United States and union strikes in the American entertainment industry are being felt in the Canadian content production, distribution, and marketing chains. Fragmented audiences and changing consumption habits are affecting advertising revenues, a traditional source of revenue for the cultural industries. These industries are also re-imagining their business models in light of increasingly globalized value network and flows of capital and investment.

The Department will continue to monitor economic trends and their impacts on the cultural sector in order to find the appropriate balance of support for, and regulation of, these industries for the economic health of the sector but also for the social and cultural benefit of Canadians.

Strategic Review

In 2007, the Department of Canadian Heritage conducted an in-depth review of the funding, relevance and performance of all its programs and spending to ensure results and value for money from programs that are a priority for Canadians. The results of this Strategic Review were submitted to Treasury Board in fall of 2007, for subsequent review by Cabinet. The results of this Review will be reflected in future reporting to Parliament.

DEPARTMENT OF CANADIAN HERITAGE STRATEGIC OUTCOMES AND PRIORITIES

The Department of Canadian Heritage has a Program Activity Architecture that sets out the key Strategic Outcomes on which programs and activities of the Department are focused.

The Department's two inter-related Strategic Outcomes are as follows: Canadians express and share their diverse cultural experiences with each other and the world, and, Canada is an inclusive society built on inter-cultural understanding and citizen participation.

These Strategic Outcomes are interdependent and mutually reinforcing in that creative expression across diversity helps build an inclusive, cohesive, and self-confident country. Similarly, better inclusion and participation, along with openness to diversity, increase awareness and appreciation of the country's values and history while generating new ideas in support of innovation and creativity.

These strategic outcomes and related program activities are aligned with Government of Canada priorities as expressed in a number of key Government of Canada documents, such as the Speech from the Throne, the Budget, and *Canada's Performance Report*, an annual report to Parliament prepared by Treasury Board Secretariat. Out of the 13 Government of Canada's strategic outcomes identified in *Canada's Performance Report 2006-07,* two are

specifically related to Canadian Heritage: 1) a vibrant Canadian culture and heritage, and 2) a diverse society that promotes linguistic duality and social inclusion. A table showing how the Department's two Strategic Outcomes and related Program Activities align with these government-wide outcome areas over and above the ongoing delivery of its various programs and services can be found in Section III.

A number of announcements in Budget 2007 have impacted the Department, such as:

- Local culture: $30 million per year over two years to encourage Canadians to get involved in their communities through the expression, celebration, and preservation of local arts and heritage.
- Official Languages: $15 million per year over the next two years for official language minority communities.
- Heritage sports: $1.5 million over the next two years to establish a fund to foster participation in Canadian heritage sports such as three-down football and lacrosse.
- 2010 Winter Games: $11 million per year (over five years) in support of Canada's elite winter athletes, as well as tax relief in ways consistent with host-nation traditions in order to facilitate the operation of the Games.

In keeping with Canadian Heritage's mission and in light of the priorities expressed by the Government of Canada, the Department has added the following five priorities to the ongoing delivery of its various programs and services for 2008-09. These priorities, previously detailed in sub section 8.3, will contribute to the achievement of the Department's Strategic Outcomes as well as the two government-wide outcomes mentioned above.

Priority 1: Adapting Cultural Policy to Changing Technology and a Global Marketplace.

Priority 2: Promoting Canada through Community Engagement and Major Events.

Priority 3: Delivering New Support for Official Languages.

Priority 4: Investing in Canadian Sport.

Priority 5: Strengthening Management Practices.

In light of these priorities, the Department will focus on key initiatives that are presented below under the related departmental priority and with reference to the related Program Activities and Strategic Outcomes.

Priorities and Key Initiatives	Links to Program Activity (PA) Architecture 2008
Priority 1: ***ADAPTING CULTURAL POLICY TO CHANGING TECHNOLOGY AND A GLOBAL MARKETPLACE*** The October 2007 Speech from the Throne noted the Government of Canada's commitment to improve the protection of cultural and intellectual property rights, including copyright reform, thus ensuring that cultural policy is adapting to changing technology and a global marketplace. Responsive cultural policy helps secure a space for Canadian voices nationally and internationally, and furthers the Government's desire to create a national environment that encourages "the capacity of Canadians to (…) build an even stronger Canada, striving for excellence (…) with growing confidence that they can make a difference at home and in the world" (Speech from the Throne 2006).	**(Strategic Outcome 1)**
KEY INITIATIVE 1: Implementing supplementary funding to the Arts Presentation Canada program for professional arts festivals that make a significant and demonstrable commitment to community engagement activities.	**PA 2:** Sustainability of Cultural Expressions and Participation **(Strategic Outcome 1)** **PA 4:** Access to Canada's Culture **(Strategic Outcome 1)**
KEY INITIATIVE 2: Responding to the evolving Canadian broadcasting environment.	**PA 1**: Creation of Canadian Content and Performance Excellence **(Strategic Outcome 1)**
KEY INITIATIVE 3: Adapting the Canadian copyright regime to address changing domestic and international challenges.	**PA 1**: Creation of Canadian Content and Performance Excellence **(Strategic Outcome 1)** **PA 2:** Sustainability of Cultural Expressions and Participation **(Strategic Outcome 1)**

KEY INITIATIVE 4: Reviewing the Canadian Periodical Policy.	**PA 1:** Creation of Canadian Content and Performance Excellence **(Strategic Outcome 1)** **PA 2:** Sustainability of Cultural Expressions and Participation **(Strategic Outcome 1)** **PA 4:** Access to Canada's Culture **(Strategic Outcome 1)**
KEY INITIATIVE 5: Moving forward on the Canadian Museum for Human Rights.	**PA 2:** Sustainability of Cultural Expressions and Participation **(Strategic Outcome 1)** **PA 3:** Preservation of Canada's Heritage **(Strategic Outcome 1)** **PA 4:** Access to Canada's Culture **(Strategic Outcome 1)**
Priority 2: ***PROMOTING CANADA THROUGH COMMUNITY ENGAGEMENT AND MAJOR EVENTS*** 2008 is an important year for the promotion of Canada as the country will celebrate several major events such as the 400th anniversary of the founding of Québec City, the 250th anniversary of the establishment of Nova Scotia's representative assembly, and the 150th anniversary of the founding of the Crown Colony of British Columbia. The promotion of Canada also plays out in communities across the country, notably through recently funded local festivals and the expression and celebration of local arts and heritage.	**(Strategic Outcome 2)**
KEY INITIATIVE 6: Supporting the Québec 2008 anniversary celebrations.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 7: Implementing the Building Communities Through Arts and Heritage program for local community festivals and commemorations.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**

KEY INITIATIVE 8: Supporting Canadian participation at Expo 2010 in Shanghai.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 9: Supporting celebrations to mark the 150th anniversary of the Crown Colony of British Columbia.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 10: Supporting activities related to the 250th anniversary of representative government in Nova Scotia (Democracy 250).	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 11: Developing next steps for the Community Historical Recognition Program and National Historical Recognition Program.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 12: Moving forward on the Global Centre for Pluralism.	**PA 7**: Participation in Community and Civic Life **(Strategic Outcome 2)**
Priority 3*: *DELIVERING NEW SUPPORT FOR OFFICIAL LANGUAGES The 2006 Speech from the Throne recognized that "linguistic duality is a tremendous asset for the country", while Budget 2007 announced significant funding dedicated to supporting official language minority communities and promoting linguistic duality, as well as for events surrounding the 400th anniversary of Québec City.	**(Strategic Outcome 2)**
KEY INITIATIVE 13: Implementing new support for Official Languages.	**PA 5:** Promotion of Inter-cultural Understanding **(Strategic Outcome 2)** **PA 6**: Community Development and Capacity Building **(Strategic Outcome 2)**

Priority 4: ***INVESTING IN CANADIAN SPORT*** Canada's achievements as a sporting nation, with the excellence of its athletes recognized in national and international competitions, contributes to the strength of the Canadian identity as well as to the economic, social, and cultural fabric of the nation. Recognizing this, the Government has provided significant funding for the 2010 Olympic and Paralympic Winter Games while also supporting community sport participation, athletic development and excellence in winter sports.	**(Strategic outcome 1)** **(Strategic outcome 2)**
KEY INITIATIVE 14: Investing in athlete support, strategic opportunities, and promotional activities in preparation for the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler.	**PA 1:** Creation of Canadian Content and Performance Excellence **(Strategic Outcome 1)** **PA 2:** Sustainability of Cultural Expressions and Participation **(Strategic Outcome 1)** **PA 7:** Participation in Community and Civic Life **(Strategic Outcome 2)**
KEY INITIATIVE 15: Implementing the Canadian Heritage Sport Fund.	**PA 1:** Creation of Canadian Content and Performance Excellence **(Strategic Outcome 1)** **PA 7:** Participation in Community and Civic Life **(Strategic Outcome 2)**

***Priority 5*: STRENGTHENING MANAGEMENT PRACTICES** The Department is reviewing and continually adjusting its corporate management infrastructure and its governance structure to respond to new requirements regarding results-based management, comptrollership, risk management, internal audit and evaluation, service delivery, and public service modernization. Extensive redesign of the Department's Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) is also currently under way, to further enhance governance and accountability through informed and transparent policy development, decision-making and risk management.	
KEY INITIATIVE 16: Implementation of Canadian Heritage Action Plan supporting Blue Ribbon Panel conclusions.	**PA 8:** Internal Services
KEY INITIATIVE 17: Public Service Renewal.	**PA 8:** Internal Services
KEY INITIATIVE 18: Canadian Heritage Management Accountability Framework (MAF) Action Plan.	
• KEY INITIATIVE 18 a: Results-Based Management – Renewal of Canadian Heritage Program Activity Architecture and Performance Measurement Framework; Integrated Business Planning.	**PA 8:** Internal Services
• KEY INITIATIVE 18 b: Integrated Risk Management – Initiatives related to risk assessment and management in operations and/or corporate decision-making.	**PA 8:** Internal Services
• KEY INITIATIVE 18 c: Implementing the new Treasury Board Policy on Internal Audit and contributing to strengthening accountability in the Department.	**PA 8:** Internal Services
• KEY INITIATIVE 18 d: Shared Services and Information Management/Information Technology (IM/IT).	**PA 8:** Internal Services

SECTION II—ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Analysis of Program Activities by Strategic Outcome

Introduction

This Section presents information concerning the Program Activities and Key Initiatives related to the two Strategic Outcomes as outlined in the Department of Canadian Heritage Program Activity Architecture.

Financial and Human Resources information is provided for each Strategic Outcome and each Program Activity for the 3-year planning period.

For each Program Activity there is a certain number of key initiatives in accordance with the five priorities of the Department. A detailed outline of the Canadian Heritage Program Activity Architecture including Program Sub-Activities and Program Sub-Sub-activities (programs at the lowest level) is provided for each Strategic Outcome.

STRATEGIC OUTCOME 1	**CANADIANS EXPRESS AND SHARE THEIR DIVERSE CULTURAL EXPERIENCES WITH EACH OTHER AND THE WORLD**

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

Financial and Human Resources of Strategic Outcome 1						
Program Activity	**2008-09**		**2009-10**		**2010-11**	
	$M	**FTEs**	**$M**	**FTEs**	**$M**	**FTEs**
1. Creation of Canadian Content and Performance Excellence	**351.3**	**403**	**237.6**	**404**	**227.2**	**383**
2. Sustainability of Cultural Expression and Participation	**188.1**	**597**	**153.6**	**611**	**77.4**	**483**
3. Preservation of Canada's Heritage	**39.8**	**215**	**40.5**	**215**	**41.2**	**223**
4. Access to Canada's Culture	**210.6**	**381**	**209.7**	**381**	**121.1**	**238**
Total	**789.8**	**1 596**	**641.4**	**1 611**	**466.9**	**1 328**

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

Program Activity 1: CREATION OF CANADIAN CONTENT AND PERFORMANCE EXCELLENCE

Financial Resources ($ millions)

2008-09	2009-10	2010-11
351.3	237.6	227.2

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
403	404	383

Description

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

Planned Results and Performance Indicators

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.

Links to 2008-09 Priorities

Program Activity 1 is linked to the following priorities:

- Priority 1 – Adapting Cultural Policy to a Changing Technology and Global Marketplace.
- Priority 4 – Investing in Canadian Sport.

Key Initiatives Related to Program Activity 1: Canadian Content and Performance Excellence		
Names of Key Initiatives related to Program Activity 1	**Other Program Activities (PA) Involved**	**Links to Priorities**
KEY INITIATIVE 2: Responding to the evolving Canadian broadcasting environment.		**Priority 1**: Adapting Cultural Policy to Changing Technology and a Global Marketplace.
KEY INITIATIVE 3: Adapting the Canadian copyright regime to address changing domestic and international challenges.	**PA 2**: Sustainability of Cultural Expressions and Participation.	**Priority 1**: Adapting Cultural Policy to Changing Technology and a Global Marketplace.
KEY INITIATIVE 4: Reviewing the Canadian Periodical Policy.	**PA 2**: Sustainability of Cultural Expressions and Participation. **PA 4**: Access to Canada's culture.	**Priority 1**: Adapting Cultural Policy to Changing Technology and a Global Marketplace.
KEY INITIATIVE 14: Investing in athlete support, strategic opportunities, and promotional activities in preparation for the 2010 Olympic and Paralympic Winter Games in Vancouver-Whistler.	**PA 2**: Sustainability of Cultural Expressions and Participation **PA 7**: Participation in Community and Civic Life.	**Priority 4**: Investing in Canadian sport.
KEY INITIATIVE 15: Implementing the Canadian Heritage Sport Fund.	**PA 7**: Participation in Community and Civic Life.	**Priority 4**: Investing in Canadian Sport.
Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2). Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.		

Key Initiative 2: Responding to the Evolving Canadian Broadcasting Environment

Description

Digital technologies have played an important role for many years in the cultural sector, including the areas of music, news gathering, film and television, publishing and the arts. Recent technological advancements in capturing and compression technologies, computing power and storage have made the recording, duplication and storage of cultural products extremely easy and often much less expensive. It is the combination of these advances, the omnipresence of global digital networks, increasing broadband Internet access and adoption, and the development of inexpensive and easy-to-use software that have transformed the way in which cultural content is being created, distributed, consumed and experienced.

In recognition of these changes facing the Canadian broadcasting system, the Department has commissioned and completed a number of important studies and reports. These, as well as the Canadian Radio-Television Commission's (CRTC) report on the impacts of technological change on the Canadian broadcasting system as a whole, are serving to inform ongoing policy work to ensure up-to-date broadcasting policies and programs.

Planned Results and Performance Indicators

The Department will collaborate and leverage partnerships to identify, develop and implement action to ensure that the Canadian broadcasting system remains relevant in a global digital environment.

Milestones and Timeframe

2008-09

- Work with partners toward ensuring up-to-date broadcasting policy and programs.

Key Initiative 3: Adapting the Canadian Copyright Regime to Address Changing Domestic and International Challenges

Description

Copyright protection is the fundamental legal pillar on which the creation and distribution of cultural products is based. The cultural industries that depend on copyright protection ─ for example, music, film, software ─ contribute significantly to the growth of our Canadian economy. The *Copyright Act* aims to maintain a balance between recognizing the rights of creators and owners of works, and the distribution of, and access to, these works, in the public interest. Technological advances, the development of new business models, and nearly unlimited access to creative works give rise to new issues concerning the *Act*.

In 2008-09, the Department will draft amendments to the *Copyright Act* so that Canada can apply the copyright provisions set out in the two most recent World Intellectual Property Organization treaties and resolve issues related to technological advances and the Internet. For more information, visit: www.pch.gc.ca/progs/ac-ca/progs/pda-cpb/reform/index_e.cfm.

Planned Results and Performance Indicators

The new *Act* will provide sufficient copyright protection and fair compensation for copyright holders, promoting lawful access to works in accordance with international standards.

Timeframe and Milestones

2008-09

- As soon as is reasonably possible, depending on the legislative calendar.

Key Initiative 4: Reviewing the Canadian Periodical Policy

Description

The Department of Canadian Heritage will examine program changes to help ensure that the Department's strategic outcomes are achieved.

Planned Result and Performance Indicators

Planned Result

- There is greater stability in the periodical policy framework for industry and for policy makers.

Performance Indicators

- Redesigned support programs.
- The Program operates within its budget.

Milestones and Timeframe

2008-09

- Review of periodical support framework complete, and development of options for redesign of support framework.
- Implementation of any changes resulting from review.

2009-10

- Finalize implementation of changes resulting from review.
- Adjust policies and programs, as necessary.

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

Component 1: Enhance Canada's Domestic and International Profile

Description

The Department of Canadian Heritage will support domestic and international activities that provide Government of Canada recognition and optimize opportunities for Canadians to share in the Games experience. The Department will identify, create and support opportunities that promote Canadians involvement in the 2010 Winter Games and raise visibility domestically and internationally.

Planned Result and Performance Indicator

Planned Result

- Positive domestic and international exposure.

Performance Indicator

- Number and nature of events and activities held in Canada and abroad.

Milestones and Timeframe

2008-09

- Complete Beijing Observer Programs.
- Support British Columbia/Canada Pavilion in Beijing.
- Contribute to the planning of the Olympic Opening Ceremonies.
- Contribute to the planning of the 2010 Live Sites in Vancouver and Whistler.

2009-10

- Olympic Opening Ceremonies.
- 2010 Live Sites in Vancouver and Whistler.

Component 2: Provision of Benefits for Canadians

Description

The Department of Canadian Heritage will initiate, develop and support activities that advance federal social, economic, cultural and sport priorities. This includes: administering federal funding including contribution agreements to the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC); providing environmental assessment oversight, participation and outreach with targeted audiences (e.g., Four Host First Nations Society); promoting linguistic duality of Canada; ensuring knowledge transfer; and measuring the impact of the 2010 Winter Games.

Planned Result and Performance Indicators

Planned Result

- Canada has established sport, social and cultural legacies.

Performance Indicators

- Number of legacies implemented in communities linked to 2010 Winter Games.
- Evidence of economic impact, e.g., increase in foreign tourism. (Note: a suite of economic indicators will be developed in 2008-09.)

Milestones and Timeframe

2008-09

- Complete federal funding and environmental oversight commitments toward the venue construction program.
- Support of Four Host First Nations.
- Finalize Contribution Agreement with VANOC for the operations of the Paralympic Winter Games.

2008-13

- Joint Canada-British Columbia Socio-Economic Impact Study on the 2010 Winter Games.

Component 3: Implementation of the Own the Podium Initiative

Description

The Own the Podium initiative provides expert advice to sport funding bodies, to assist in determining where to most strategically target support for winter high performance sports and athletes with the greatest podium potential.

Planned Result and Performance Indicator

Planned Result

- Canadian athletes achieve and remain at international level performance standards in winter Olympic/Paralympic sports.

Performance Indicator

- Number/ratio of athletes progressing to, and remaining at, international performance standards in winter Olympic/Paralympic sports.

Milestones and Timeframe

2008-09

- Continue to participate in the Own the Podium initiative and establish a refined list of targeted sports for the 2010 Winter Olympic and Paralympic Games.

2009-10

- Continue to participate in the Own the Podium initiative.

2010-11

- Continue to participate in the Own the Podium initiative and establish a new list of targeted sports for the 2014 Winter Olympic and Paralympic Games.

Key Initiative 15: Implementing the Canadian Heritage Sport Fund

Description

The Canadian Heritage Sport Fund will provide support to identified sport organizations to develop greater participation so that these sports may flourish and continue to contribute to Canada's national identity and culture.

Planned Result and Performance Indicator

Planned Result

- Increased participation in identified sports.

Performance Indicator

- Participation levels in identified sports.

Milestones and Timeframe

2008-09

- Assessment of organizations' needs.

2009-10

- Initiatives piloted in selected parts of Canada.

2010-11

- Initiatives implemented in selected parts of Canada.

Program Activity 2: SUSTAINABILITY OF CULTURAL EXPRESSION AND PARTICIPATION

Financial Resources ($ millions)

2008-09	2009-10	2010-11
188.1	153.6	77.4

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
597	611	483

Description

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

Planned Results and Performance Indicators

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.

Links to 2008-09 Priorities

Program Activity 2 is linked to the following priorities:

- Priority 1 – Adapting Cultural Policy to Changing Technology and a Global Marketplace.
- Priority 4 – Investing in Canadian Sport.

Key Initiative Related to Program Activity 2: Sustainability of Cultural Expression and Participation		
Name of Initiative related to Program Activity 2	**Other Program Activity (PA) Involved**	**Link to Priority**
KEY INITIATIVE 1: Implementing supplementary funding to the Arts Presentation Canada program for professional arts festivals.	**PA 4:** Access to Canada's Culture.	**Priority 1:** Adapting Cultural Policy to Changing Technology and a Global Marketplace.
Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2). Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.		

Key Initiative 1: Implementing Supplementary Funding to the Arts Presentation Canada Program for Professional Arts Festivals

Description

Arts Presentation Canada gives Canadians direct access to a variety of quality artistic experiences through financial assistance to arts festivals and presenters or the organizations that support them. Canadians will therefore have more access to artists' work from all regions of Canada that reflect its rich cultural diversity. Canadian communities in all regions will have the opportunity to participate in, and benefit from, the broadest possible range of professional artistic experiences.

Planned Results and Performance Indicators

The supplementary resources for the Arts Presentation Canada program are a targeted investment that will enable professional arts festivals to better fulfill their stated community engagement objectives. Professional arts festivals will receive enhanced support to deliver significant and demonstrable community engagement through:

- Programming that combines and complements paid admission events with free or low-cost events.
- Programming that engages local professional artists.
- Extending programming outreach to other communities.
- Initiatives that reach out to specific segments of the population (i.e., youth or other under-served populations).

- Active outreach to schools, community centers or other venues where professional artists engage with the community.
- Partnerships with other community-based organizations.

Milestones and Timeframe

2008-09

- Delivery mechanisms for supplementary funding in place, including funding allocation model.
- Funding disbursed as projected.
- Performance data collected and analyzed.

2009-10

- Funding disbursed as projected.
- Performance data collected and analyzed.

2010-11

- Funding disbursed as projected.
- Performance data collected and analyzed.

Program Activity 3: PRESERVATION OF CANADA'S HERITAGE

Financial Resources ($ millions)

2008-09	2009-10	2010-11
39.8	40.5	41.2

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
215	215	223

Description

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

Planned Result and Performance Indicator

The ultimate goal of this program activity is that Canada's diverse heritage is preserved.

Link to 2008-09 Priority

Program Activity 3 is linked to the following priority:

- Priority 1 – Adapting Cultural Policy to a Changing Technology and Global Marketplace.

Key Initiative Related to Program Activity 3: Preservation of Canada's Heritage		
Name of Initiative related to Program Activity 3	**Other Program Activity (PA) Involved**	**Link to Priority**
KEY INITIATIVE 5: Moving forward on the Canadian Museum for Human Rights.	**PA 4:** Access to Canada's Culture.	**Priority 1:** Adapting Cultural Policy to Changing Technology and a Global Marketplace.
Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2). Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.		

Key Initiative 5: Moving Forward on the Canadian Museum for Human Rights

Description

The Canadian Museum for Human Rights will be the first new national museum to be established in 40 years. The significant contribution that will be made to the construction of the museum by the Friends Foundation, the Province of Manitoba, the City of Winnipeg and the Forks Renewal Corporation marks a new era in collaboration between governments and the private sector to achieve the realization of a cultural vision. By locating the museum in Winnipeg, the Government of Canada has affirmed its commitment to the principle that national cultural institutions belong to all Canadians.

In the museum's first year of existence, the new Board of Trustees will need to make major decisions about its future directions, including the architecture vision and the vision for the institution's public programming. In carrying out this responsibility, it will be able to draw on the work previously commissioned by the Friends of the Canadian Museum for Human Rights Foundation and the advice of the Advisory Committee established by the Minister of Canadian Heritage in 2007-08.

At the same time, staff will be recruited to lead the museum, to begin to prepare for its complex operations once it has been opened and to support the Board. During this recruitment phase, the Department of Canadian Heritage will continue to provide support to ensure that the new Board has the resources it needs in carrying out its responsibilities.

Planned Results and Performance Indicators

The planned results are a new national museum that will present the evolution of human rights, with special but not exclusive reference to Canada, in order to promote critical understanding, respect for others and dialogue. The planned results and milestones are dependent on the passage of legislation to establish the museum.

Planned Results

- The museum's Board of Trustees receives the support it requires to make major decisions that will advance the planning for the museum.
- Key senior staff for the museum are recruited.

Milestones and Timeframe

2008-09

- Board of Trustees is appointed.
- Director is appointed.
- Decisions are made with respect to the architectural and public programming vision. (Note: These decisions are the responsibility of the future Board of Trustees. The Department will provide transitional support as the new Crown corporation is launched but will not be responsible for reporting on results for the operation of the Corporation.)

Program Activity 4: ACCESS TO CANADA'S CULTURE

Financial Resources ($ millions)

2008-09	2009-10	2010-11
210.6	209.7	121.1

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
381	381	238

Description

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

Planned Result and Performance Indicator

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.

Link to 2008-09 Priority

Program Activity 4 is linked to the following priority:

- Priority 1 – Adapting Cultural Policy to Changing Technology and a Global Marketplace.

Key Initiative Related to Program Activity 4: Access to Canada's Culture		
Name of Key Initiative related to Program Activity 4	**Other Program Activity (PA) Involved**	**Link to Priority**
KEY INITIATIVE 1: Implementing supplementary funding to the Arts Presentation Canada program for professional arts festivals.	**PA 2:** Sustainability of Cultural Expression and Participation.	**Priority 1:** Adapting Cultural Policy to Changing Technology and a Global Marketplace**.**
Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2). Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.		

STRATEGIC OUTCOME 2	**CANADA IS AN INCLUSIVE SOCIETY BUILT ON INTER-CULTURAL UNDERSTANDING AND CITIZEN PARTICIPATION**

This sub-section presents information concerning the Program Activities and Key Initiatives relating to the second Strategic Outcome as outlined in the Department of Canadian Heritage Program Activity Architecture. It provides financial and human resources information for the 3-year planning period.

For each Program Activity there is a certain number on key initiatives in accordance with the five priorities of the Department.

Description of Strategic Outcome 2

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

Financial and Human Resources of Strategic Outcome 2						
Program Activity	**2008-09**		**2009-10**		**2010-11**	
	$M	**FTEs**	**$M**	**FTEs**	**$M**	**FTEs**
5. Promotion of Inter-Cultural Understanding	**121.5**	**104**	**120.0**	**104**	**122.6**	**109**
6. Community Development and Capacity Building	**252.9**	**148**	**242.7**	**148**	**243.9**	**154**
7. Participation in Community and Civic Life	**262.6**	**506**	**205.5**	**488**	**183.9**	**484**
Total	**637.0**	**757**	**568.2**	**740**	**550.4**	**747**

Program Activity 5: PROMOTION OF INTER-CULTURAL UNDERSTANDING

Financial Resources ($ millions)

2008-09	2009-10	2010-11
121.5	120.0	122.6

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
104	104	109

Description

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

Planned Results and Performance Indicators

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.

Links to 2008-09 Priorities

Program Activity 5 is linked to the following priorities:

Priority 2 – Promoting Canada through Community Engagement and Major Events.

Priority 3 – Delivering New Support for Official Languages.

Key Initiative Related to Program Activity 5: Promotion of Inter-Cultural Understanding		
Name of Key Initiative related to Program Activity 5	**Other Program Activity (PA) Involved**	**Link to Priority**
KEY INITIATIVE 13: Implementing new support for Official Languages.	**PA 6:** Community Development and Capacity Building.	**Priority 3:** Delivering New Support for Official Languages.
Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2). Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.		

Key Initiative 13: Implementing New Support for Official Languages

Description

According to the 2006 Census, the number of Francophones (persons with French as their first official language spoken) in Canada living outside of Quebec is relatively stable at 997 000 people compared to 988 000 in 2001. For the first time since 1976, there has been an increase in the number of people in Quebec whose first official language is English, with 995 000 people compared to 919 000 in 2001, from 12.9% to 13.4% of the population of Quebec[1]. The findings also show that linguistic retention of French among Francophones who speak French at home most often in minority communities, decreased slightly from 63% in 2001 to 62% in 2006. Furthermore, the knowledge of French increased between 2001 and 2006 from 9.0% to 9.4% among Anglophones in Canada and from 11.8% to 12.1% among allophones[2]. The number of Canadians outside Quebec able to carry a conversation in French has increased from 2.4 million to 2.6 million overall.

Despite the relatively stable linguistic growth in past years, major challenges have yet to be overcome in order to develop living environments in the language of the minority. Despite the modest rise in the number of Francophones living in a minority situation, their share of the population decreased from 4.4% to 4.2% due to the arrival of immigrants, most of whom do not have French as their first official language spoken. The Survey on the Vitality of the Official-Language Minorities confirmed that the predominant use of French on a daily basis by French-speaking adults in Canada living outside of Quebec occurred only in some parts of New Brunswick and Ontario[3].

[1] Statistics Canada (2007), *First Official Language Spoken (7), Mother Tongue (10), Age Groups (17A) and Sex (3) for the Population of Canada, Provinces, Territories, Census Divisions and Census Subdivisions, 2006 Census*, No. 97-555-XWE200603.
[2] Statistics Canada (2007), *The Evolving Linguistic Portrait, 2006 Census,* No. 97-555XIE, p. 18.
[3] Statistics Canada (2007), *Minorities Speak Up: Results of the Survey of the Vitality of Official-Language Minorities,* No. 91-548-X, p.15, 20, 27, 30.

Particular attention must, therefore, be given to initiatives that support the daily use of the minority language and that target young people, the future of official-language communities. Few young people in majority communities who are learning English or French as a second language have an opportunity for tangible contact with the other language outside of school; such contact would give them a greater appreciation of the culture conveyed by the other language and improve their language spoken skills. In the Budget 2007, the Government of Canada announced $15 million per year in additional funds for 2007-08 and 2008-09 to support linguistic duality and the development of official-language minority communities. To follow-up on this commitment, additional funds have been provided in 2007-08, to support community areas and centers, cultural and extracurricular activities and other activities to promote linguistic duality, particularly for young people. Funding of new projects is expected in 2008-09.

Planned Results and Performance Indicators

Planned Result 1

- Increase the number of tangible opportunities for young members of official-language minority communities to live in their language on a daily basis.

Performance Indicators

- Quantity and quality of projects that target cultural and community programming activities.
- Number of community areas or centres promoting the use of the minority community language.

Planned Result 2

- Create opportunities for young Canadians to gain linguistic and cultural experiences in their second official language, outside of the classroom.

Performance Indicator

- Quantity and quality of projects focussed on activities that offer young Canadians linguistic experiences in their second official language, outside of the classroom.

Milestone and Timeframe

2008-09

- Call for proposals for 2008-09, granting of funds for 2008-09, and completion of projects are expected.

Program Activity 6: COMMUNITY DEVELOPMENT AND CAPACITY-BUILDING

Financial Resources ($ millions)

2008-09	2009-10	2010-11
252.9	242.7	243.9

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
148	148	154

Description

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 recognize the role they play in meeting the challenges faced. The Department of Canadian Heritage also supports the development of official-language minority communities by enhancing their participation in different sectors of society and by working to ensure their vitality in all parts of the country.

Planned Result and Performance Indicator

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

Link to 2008-09 Priority

Program Activity 6 is linked to the following priority:

- Priority 3 – Delivering New Support for Official Languages.

Key Initiative Related to Program Activity 6: Community Development and Capacity-Building

Name of Key Initiative related to Program Activity 6	Other Program Activity (PA) Involved	Link to Priority
KEY INITIATIVE 13: Implementing New Support of Official Languages.	**PA 5:** Promotion of Inter-Cultural Understanding.	**Priority 3:** Delivering New Support for Official Languages.

Note 1: Key Initiatives linked to more than one Program Activity appear under the first relevant Program Activity listed (column 1); for the other relevant Program Activities, they are only referenced (column 2).
Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.

Program Activity 7: PARTICIPATION IN COMMUNITY AND CIVIC LIFE

Financial Resources ($millions)

2008-09	2009-10	2010-11
262.6	205.5	183.9

Human Resources (Full Time Equivalents)

2008-09	2009-10	2010-11
506	488	484

Description

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

Planned Result and Performance Indicator

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

Links to 2008-09 Priorities

Program Activity 7 is linked to the following priorities:

- Priority 2 – Promoting Canada through community engagement and major events.
- Priority 4 – Investing in Canadian sport.

Key Initiatives Related to Program Activity 7: Participation in Community and Civic Life	
Key Initiatives Related to Program Activity 7	**Links to Priorities**
KEY INITIATIVE 6: Supporting the Québec 2008 anniversary celebrations.	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 7: Implementing the Building Communities Through Arts and Heritage Program for local community festivals and commemorations.	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 8: Supporting Canadian Participation at Expo 2010 in Shanghai.	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 9: Supporting celebrations to mark the 150th anniversary of the Crown Colony of British Columbia.	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 10: Supporting activities related to the 250th anniversary of representative government in Nova Scotia (Democracy 250).	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 11: Developing next steps for the community historical recognition program and national historical recognition program**.**	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
KEY INITIATIVE 12: Moving forward on the Global Centre for Pluralism**.**	**Priority 2:** Promoting Canada through Community Engagement and Major Events.
Note 1: These Key Initiatives are only related to Program Activity 7. Note 2: Key Initiatives are numbered 1 to 18 (Section I); the same numbering is used throughout the Report.	

Key Initiative 6: Supporting the Québec 2008 Anniversary Celebrations

Description

The Department of Canadian Heritage supports theme-based, integrated and dynamic approaches to celebrating and commemorating Canada and Canadians. It provides continuity and consistency across the diverse celebratory and commemorative activities initiated by federal partners and other levels of government every year.

This initiative celebrates the establishment of Québec City in 1608.

Planned Result and Performance Indicator

Planned Result

- Canadians will have increased opportunities to discover and celebrate the 400th anniversary of Québec City, the first permanent Francophone settlement in North America.

Performance Indicator

- In order to evaluate the success of the 400th anniversary celebrations, the number of opportunities made available to Canadians and attendance figures at commemorative events in Québec City and elsewhere in Canada in 2008 will be tracked, as well as the extent to which these activities were appreciated by other Canadians from across the country.

Milestones and Timeframe

2008-2009

- Manage and track the contribution agreement reached with the *Société du 400e anniversaire de Québec.*
- Co-operate with other federal departments and agencies, provincial and municipal governments and other partners to organize and co-ordinate commemoration activities.
- Obtain a final report on outcomes and an audited financial report from the *Société du 400e anniversaire de Québec* and complete the evaluation.

Key Initiative 7: Implementing the Building Communities Through Arts and Heritage Program for Local Community Festivals and Commemorations

Description

Each of Canada's communities is unique, and each is uniquely Canadian. Communities are shaped by geography, history, their founders and those who came to live there. They continue to grow and change as the people who live there now build on those foundations. The Building Communities Through Arts and Heritage Program was created to help communities celebrate their community, its past and its present. The Program will increase opportunities, through festivals or other events and activities, for local artists and artisans to be involved in their community and for local groups to commemorate their local history and heritage.

The Building Communities Through Arts and Heritage Program will be fully implemented.

Planned Results and Performance Indicators

- Solid policy frameworks in place for all components:
  - Development of options and operational guidelines.
- Solid performance measurement and accountability frameworks in place:
  - Results-based Management and Accountability Framework and Risk-Based Audit Framework developed and monitored.
  - Pre-implementation audit.
- Effective program delivery mechanisms in place:
  - Financial resources allocated to Headquarters and regions.
  - Staff (regional and Headquarters) in place and fully trained.
  - Funding application and approval processes in place.
- Effective program promotion in place:
  - Program communications and promotions materials (paper and online) developed and launched.
  - Funding phases announced as scheduled.

Milestones and Timeframe

2008-09

- Policy frameworks developed and implemented.
- Performance measurement and management accountability frameworks developed and implemented, including results from the Pre-Implementation Audit.

- Program delivery mechanisms in place, including funding allocation model.
- Staff (regional and Headquarters) hired and trained.
- Program communications and promotions materials developed and launched.
- Funding phases announced as scheduled.
- Projects supported and funding disbursed as projected.
- Performance data collected, analyzed and used for ongoing performance reporting.

2009-10

- Funding phases announced as scheduled.
- Projects supported and funding disbursed as projected.
- Performance data collected, analyzed and used for ongoing performance reporting.

Key Initiative 8: Supporting Canadian Participation at Expo 2010 in Shanghai

Component 1: Promoting Canada's domestic and foreign policy priorities through the Bureau of International Expositions related initiatives

Description

The Department of Canadian Heritage will ensure strategic Canadian influence at the Bureau of International Expositions by participating in review and application of the Bureau's regulations.

The Department will also ensure that Canada's Expositions hosting policy framework both responds to Canadian cities' needs for information and reflects current Government of Canada priorities.

Planned Results and Performance Indicators

- Democratic values are promoted and considered during meetings of the Bureau.
- Canada's Expo hosting policy provides Canadian cities seeking to host future Expos with the strategic and technical advice they need.

Milestones and Timeframe

2008-09

- Develop Canada's position for and attend semi-annual meetings of the Bureau of International Expositions Rules Committee and General Assembly, including the vote for host of Expo 2015 in April 2008.

2009-10

- Potential development of Canadian bid for Expo 2017 or 2020.

2010-11

- Potential submission of Canadian bid for Expo 2017 or 2020.

Component 2: Enhancing Canada's Pavilion and presence at Expo 2010 (Shanghai) through an innovative collaborative arrangement and contract

Description

The Government of Canada and Cirque du Soleil have formed a collaborative arrangement to develop the Canada Pavilion at Expo 2010 (Shanghai).

Planned Results and Performance Indicators

- Canada Pavilion for Expo 2010 (Shanghai) construction contract is awarded and managed.
- World-class creative design, public presentation and cultural program for the Canada Pavilion for Expo 2010 (Shanghai) are developed.

Milestones and Timeframe

2008-09 (April/May)

- Pavilion construction contract awarded.

2009-10 (Fall/Winter)

- Pavilion constructed and presentation is installed on Expo site in Shanghai.

May 1, 2010 to October 31, 2010

- Pavilion is open over 12 hours daily, 7 days per week for Expo 2010 (Shanghai).

Component 3: Connecting Canadians at home and abroad to Expo 2010 via Canada's Expo 2010 website and programming

Description

The Department of Canadian Heritage will plan and develop Canada's Expo 2010 (Shanghai) website and programming in Canada and at Expo 2010.

Planned Results and Performance Indicators

- Canada's Expo 2010 website is updated and the number of visits has increased.
- Frameworks for Expo 2010 programming (public affairs, communications, protocol, business promotion, Engaging Canadians) are developed and shared.

Milestones and Timeframes

2008-09 (March 2009)

- Communications and public affairs contract awarded.

2009-10

- Awarding of contracts for hosting staff. Signing of Memoranda of Understanding with participating provinces, territories, other government departments, and non-governmental organizations.

2010-11

- Implementation of public affairs, communications, protocol, business promotion, engaging Canadians programming for Expo 2010.

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

Description

In 2008, the Province of British Columbia (B.C) will kick-off its year-long celebrations to mark the 150th anniversary of the founding of the Crown Colony of British Columbia. Communities and organizations across B.C. will stage various events to showcase the B.C.'s heritage, its communities, its arts and culture and the contributions of the Aboriginal and multicultural communities to the province's history and culture. These activities will create opportunities for citizens to participate and showcase the province's stories and successes and are meant to raise awareness and generate interest in the rest of Canada. British Columbia has requested to strike a collaborative partnership with the Government of Canada to support this anniversary celebration.

This initiative was identified in the October 2007 Speech from the Throne.

Planned Result and Performance Indicator

Canadians are given the opportunity to commemorate this important anniversary in the development of our country.

Milestone and Timeframe

2008-09

- Receipt and review of funding requests to support celebratory activities marking the 150th anniversary of the Crown Colony of British Columbia.

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

Description

In 2008, the Province of Nova Scotia will mark the 250th anniversary of the establishment of its representative assembly: the first representative government introduced in the colonies that would become Canada, and a key milestone in the birth of Canadian parliamentary democracy. This significant achievement will be highlighted by Democracy 250 which plans to implement a comprehensive year-long program of events, legacy projects and citizen engagement activities. One of the key objectives of Democracy 250 is to educate young Canadians on representative government, our parliamentary system, the importance of our democracy and the need for participation in our electoral process. In carrying out this primary objective, Democracy 250 hopes to reach out to youth as the next generation of voters and leaders and to positively impact democratic renewal and voter turnout. Nova Scotia has requested to strike a collaborative partnership with the Government of Canada to support this anniversary celebration.

This initiative was identified in the October 2007 Speech from the Throne.

Planned Result and Performance Indicator

Canadians are given the opportunity to commemorate this important anniversary in the development of the country.

Milestone and Timeframe

2008-09

- Receipt and review of funding requests to support activities related to Democracy 250.

Key Initiative 11: Developing Next Steps for the Community Historical Recognition Program and the National Historical Recognition Program

Description

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 of Canada's commitment to the Chinese-Canadian community and all Canadians to provide appropriate acknowledgment and redress related to the Chinese Head Tax.

Planned Results and Performance Indicators

The key result for the initiative is increased 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 through the provision of 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 as well as through the establishment of a fund for community-based projects aimed at acknowledging these impacted communities; and the development of a National Historical Recognition Program to fund federal initiatives that will help to educate all Canadians, and particularly youth, about the history related to wartime measures and immigration restrictions.

Milestones and Timeframe

2008-09

- Fulfill the commitment to the Chinese Canadian community by ensuring the delivery of all eligible symbolic *ex gratia* payments to Chinese Head Tax payers and to conjugal partners of deceased Head Tax payers.
- Implement the Community Historical Recognition Program to provide funding for eligible community-based projects that recognize the experiences of communities affected by historical wartime measures and/or historical immigration restrictions/prohibitions.
- Implement the National Historical Recognition Program to fund federal initiatives that will help to make Canadians, in particular youth, more aware of the experiences of communities affected by historical wartime measures and/or historical immigration restrictions.

2009-10

- Ensure the delivery of all eligible payments for the Community and National Historical Recognition Programs.
- Raise awareness about historical experiences of those communities affected by historical wartime measures and/or historical immigration restrictions by disseminating information on funded initiatives.

Key Initiative 12: Moving Forward on the Global Centre for Pluralism

Description

On October 25, 2006, the Government of Canada signed a funding agreement with the Global Centre for Pluralism and, in March 2007, $30 million was provided for an endowment for this organization. Subsequently, on December 19, 2007, the Government concluded a lease agreement.

The Global Centre for Pluralism is a new not-for-profit, non-governmental organization that will address a global gap in institutions that research and teach about pluralism as a foundation for good governance, peace and human development. As a majority of the world's nations are comprised of diverse ethnic, cultural, linguistic and religious communities, Canada's cultural and linguistic diversity offers practical lessons in managing diversity, reducing potential conflict and fostering inclusion.

Planned Result and Performance Indicator

Timely reporting of deliverables outlined in the funding agreement for the Global Centre for Pluralism.

Milestones and Timeframe

2008-09

- Obtain copies of annual plans and reports outlining activities and results from the Global Centre for Pluralism.

2009-10

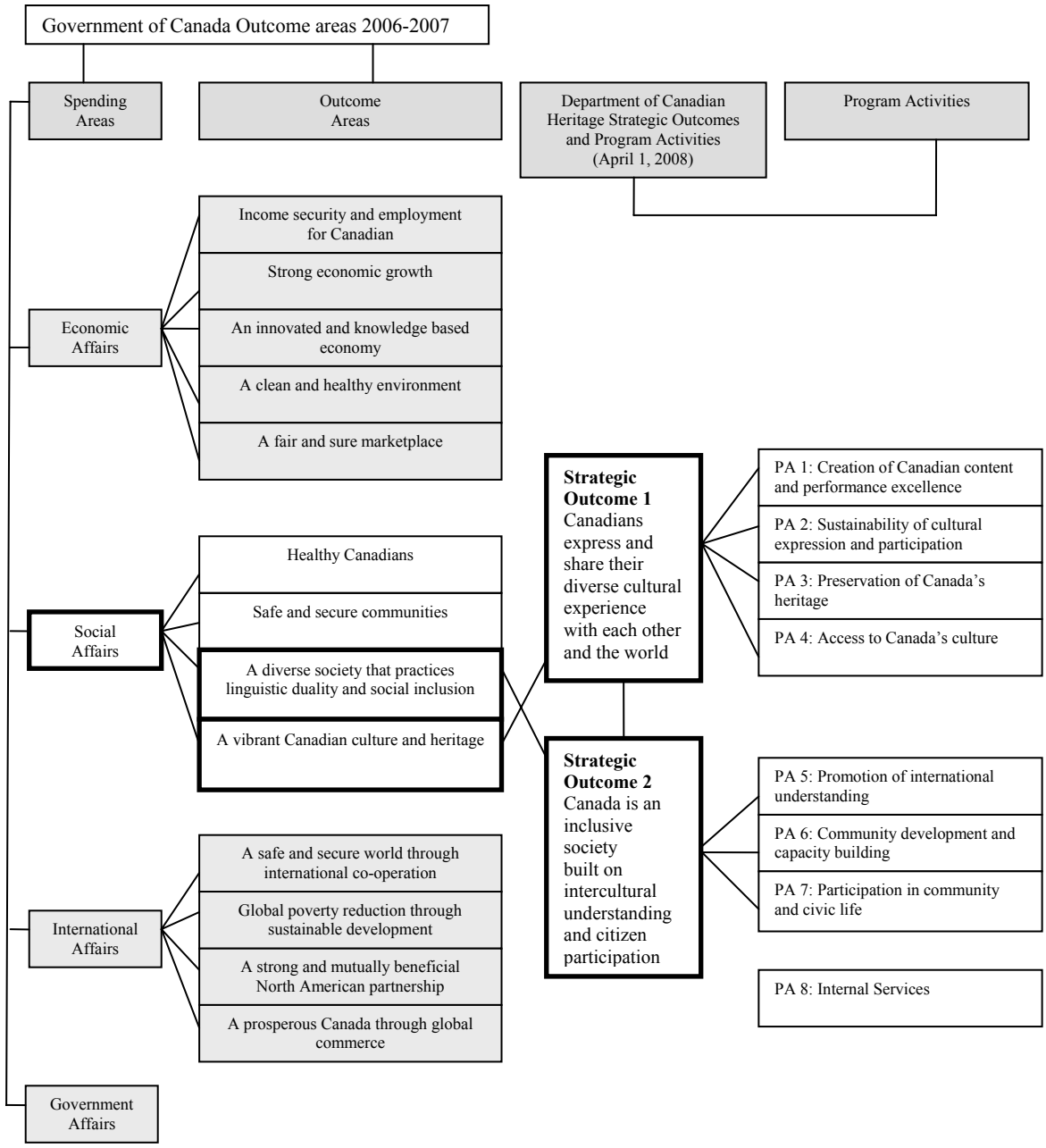
- Continue to monitor reporting of Global Centre for Pluralism deliverables.

2010-11

- Continue to monitor reporting of Global Centre for Pluralism deliverables.

SECTION III — SUPPLEMENTARY INFORMATION

Government of Canada Outcome areas and linkages with Canadian Heritage Strategic Outcomes and Program Activities



Source: Canada's Performance Report 2006-2007 at http://www.tbs-sct.gc.ca/report/govrev/06/cp-rc02_e.asp and Program Activity Architecture of the Department of Canadian Heritage (effective April 1, 2008)

Table 1: Departmental Links to the Government of Canada Outcomes

The two strategic outcomes of the Department of Canadian Heritage contribute to the broader Government of Canada efforts to support the quality of life of its citizens by strengthening the social fabric and by reflecting and reinforcing values that are important to Canadians. Canada's social and economic prosperity is directly influenced by the vitality of its communities and the participation of its citizens.

- **Strategic Outcome 1:** Canadians express and share their diverse cultural experiences with each other and with the world.
- **Strategic Outcome 2:** Canada is an inclusive society built on inter-cultural understanding and citizen participation.

Alignment to Government of Canada Outcome Areas is as indicated in the schema on the previous page and the following table.

Alignment to Government of Canada Outcome Areas			
Canada's Performance 2006-07: Outcome Areas by spending area[a]	**Canada's Performance 2006-07: Indicators**[b]	**Links to Canadian Heritage Strategic Outcomes as in Program Activity Architecture (PAA), effective April 1, 2008**	**Links to Canadian Heritage Program Activities (PA) as in PAA effective April 1, 2008**
Economic Affairs			
1. Income security and employment for Canadians	Employment Income security		
2. Strong economic growth	Real Gross Domestic Product Cost competitiveness Natural Resources Sustainability Green economic practices		
3. An Innovative and Knowledge-Based economy	Innovation Educational Attainment Literacy		
4. A clean and healthy environment	Air quality Water use Biodiversity Greenhouse gas emissions		
5. A fair and secure marketplace	Barriers to entrepreneurship		

Social Affairs			
6. Healthy Canadians	Life expectancy Self-rated health Healthy lifestyles Waiting times Patient satisfaction		
7. Safe and secure communities	Safety Housing		
8. Diverse society that promotes linguistic duality and social inclusion[c]	Attitudes toward diversity Attitudes toward linguistic duality Volunteerism Political participation	**Strategic Outcome 2**: Canada is an inclusive society built on inter-cultural understanding and citizen participation[d]	PA5: Promotion of Inter-cultural Understanding PA6: Community Development and Capacity Building PA7: Participation in Community and Civic Life
9. A vibrant Canadian culture and heritage[e]	Participation in cultural and heritage activities	**Strategic Outcome 1:** Canadians express and share their diverse cultural experiences with each other and with the world[f]	PA1: Creation of Canadian Content and Performance Excellence PA2: Sustainability of Cultural Expressions and Participation PA3: Preservation of Canadian Heritage PA4: Access to Canada's Culture
International Affairs			
10. A safe and secure world through international cooperation	Armed conflicts		
11. Global poverty reduction through sustainable development	Official development assistance (ODA) as a percentage of Gross National Income (GNI)		
12. A strong and mutually beneficial North American partnership	Merchandise trade		
13.A prosperous Canada through global commerce	Canada's investment position		

Government Affairs
No indicator developed
(a) *Canada's Performance Report 2006-07: The Government of Canada's Contribution* and supporting documents are available on the Web site of the Treasury Board of Canada, Secretariat at www.tbs-sct.gc.ca; http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rctb-eng.asp b) For more information on Government of Canada planned spending, see *RPP Overview for Parliamentarians 2007-08* at: http://www.tbs-sct.gc.ca/wgpp-prpg/Home-Accueil-eng.aspx?Rt=991 (c) Government of Canada, Total planned spending in the outcome area «Diverse society that promotes linguistic duality and social inclusion», in 2007-2008 is $6.3 billion, which is 14.1% of total planned spending in the area of Social Affairs (Source: *RPP Overview for Parliamentarians 2007-08* at: http://www.tbs-sct.gc.ca/wgpp-prpg/ps-dp-eng.aspx?Rt=991&Pa=1094&Gc=1181 (d) Planned Spending for Canadian Heritage Strategic Outcome 2 in 2008-09: $637 million. (e) Government of Canada, Total planned spending in the outcome area of «Vibrant Canadian culture and heritage» for 2007-2008 is $2.8 billion, which is 6.3% of total planned spending in the area of Social Affairs (Source: *RPP Overview for Parliamentarians, 2007-08*: http://www.tbs-sct.gc.ca/wgpp-prpg/ps-dp-eng.aspx?Rt=991&Pa=1094&Gc=1180) (f) Planned Spending for Canadian Heritage Strategic Outcome 1 in 2008-09: $789.8 million.

Links between the Government of Canada's Expenditures in the Outcome Area of *a Vibrant Canadian Culture and Heritage* and Canadian Heritage Spending for Strategic Outcome 1

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

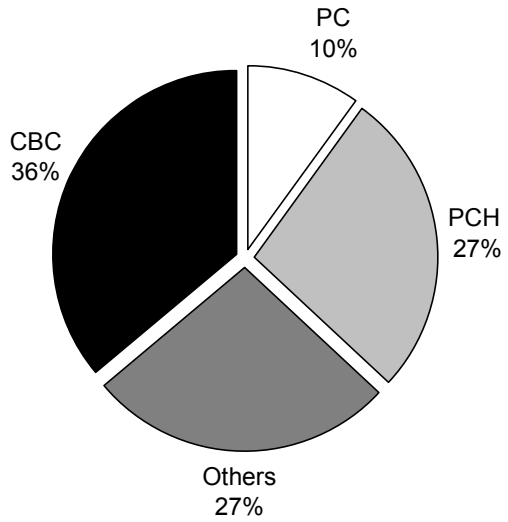
As mentioned in the *Canada Performance Report 2006-07*, in 2006-07, a total of 21 federal departments, agencies, and Crown corporations spent a total of $3.0 billion in the outcome area *A vibrant Canadian culture and heritage*. Canadian Heritage and the Canadian Broadcasting Corporation continue to be the Government of Canada's lead cultural organizations, contributing over $1.9 billion and representing nearly 63% of all expenditures in this outcome area. Canadian Heritage spent $808.0 million on program activities that provided Canadians opportunities to express and share their diverse cultural experiences with each other and the world.

For more information, see: *Canada's Performance Report, 2006-07*, at:

http://www.tbs-sct.gc.ca/media/nr-cp/2007/1122_e.asp

and: http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rctb-eng.asp

Distribution of spending in the Government of Canada outcome area of a *vibrant Canadian Culture and Heritage* (per cent), by federal organization, 2006-07



CBC – Canadian Broadcasting Corporation
$1,114 million

Others
$833 million

PCH – Canadian Heritage
$808 million

PC – Parks Canada
$290 million

Total Government of Canada 2006-07 spending in the outcome area of a *vibrant Canada culture and heritage:* $3.0 billion

Note: Due to rounding, numbers may not sum exactly to totals.

Source: Canada, *Canada's Performance Report, 2006-07.*

http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rc04-eng.asp#Diverse

Links Between the Government of Canada's Expenditures in the Outcome Area of *a Diverse Society that Promotes Linguistic Duality and Social Inclusion* and Canadian Heritage Spending for Strategic Outcome 2

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

As mentioned in the *Canada Performance Report 2006-07*, a total of 11 federal departments, agencies, and Crown corporations that receive appropriations spent a total of $5.8 billion in the outcome area *a diverse society that promotes linguistic duality and social inclusion* in 2006-07 through their respective strategic outcomes and program activities. Indian and Northern Affairs Canada and Canadian Polar Commission spent the largest amount in this area with $4.0 billion in programming (including $1.7 billion on education and $1.4 billion on social development activities). Citizenship and Immigration Canada was the second largest spender with approximately $622 million dedicated toward programs related to successful integration of newcomers and promotion of Canadian citizenship.

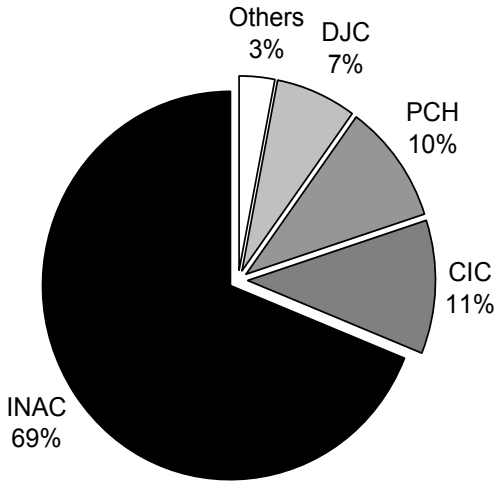
Of the $595 million spent by Canadian Heritage in the outcome area *a diverse society that promotes linguistic duality and social inclusion*, $146.2 million was spent toward the promotion of inter-cultural understanding and $204.9 million toward enabling participation in community and civic life through initiatives such as the Multiculturalism Program, which focuses on identifying the barriers faced by ethno-cultural/racial communities. Examples of initiatives emphasizing the removal of barriers that limit economic, social, political, and cultural participation included the Young People's Press − Diversifying Canada's Newsrooms project and the Multiculturalism Internship pilot project. In addition, more than 46 000 Canadians were reached through the delivery of 29 national initiatives celebrating Black History Month and Asian Heritage Month.

For more information, see: *Canada's Performance Report, 2006-07*, at:

http://www.tbs-sct.gc.ca/media/nr-cp/2007/1122_e.asp

and: http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rctb-eng.asp

Distribution of spending in the Government of Canada outcome area of *a diverse society that promotes linguistic duality and social inclusion* (per cent), by federal organization, 2006-07



INAC – Indian and Northern Affairs Canada and Canadian Polar Commission
$4,000 million

CIC – Citizenship and Immigration Canada
$622 million

PCH – Canadian Heritage
$595 million

DJC – Department of Justice Canada
$401 million

Others
$191 million

Total Government of Canada 2006-07 spending in the outcome area of *a diverse society that promotes linguistic duality and social inclusion*: $5.8 billion

Note: Due to rounding, numbers may not sum exactly to totals.

Source: Canada, *Canada Performance Report, 2006-07.*

http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rc04-eng.asp#Diverse

Table 2: Canadian Heritage Sustainable Development Strategy 2007-09

Summary of the Key Objectives of the Sustainable Development Strategy

The Department's *Sustainable Development Strategy 2007-09* (SDS) focuses on ensuring that the environmental impacts of its decisions are understood, weighed and appropriately addressed. To this end, the 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 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.

Link to SDS 2007-09: http://www.pch.gc.ca/pc-ch/pubs/sds/index_e.cfm

Canadian Heritage Sustainable Development Strategy (SDS) Priority 1

SDS Departmental Goal: To strengthen decision-making and monitoring at Canadian Heritage in support of sustainable development.		
Federal Sustainable Development (SD) Goal including Greening of Government Operations (GGO) goals (6) Organizational structures and processes support meaningful and significant sustainable development objectives.	**Performance Measure from current SDS** a) Existence of an SD Coordinator responsible for developing and monitoring SDS actions. b) Report on SDS progress submitted twice annually to a committee of Directors Generals for discussion, review and follow-up action as needed. c) SDS progress appears in the *Report on Plans and Priorities* (RPP) and the *Departmental Performance Report* (DPR) with references to specified actions and performance measures. d) Managers' performance contracts include SD expectations for staff.	**Department's Expected Results for 2008-09** a) Location and dedicated resources for the SD Coordinator is expected to be in place by May 2008. b) By July 2008, a SD governance plan will be developed and presented to the DG steering committee along with ongoing reporting on SDS 2007-09. c) Progress on the priorities identified in the 2008-09 RPP will be reported in the 2008-09 DPR. d) Activities supporting sustainable development will continue to be used as a tool to measure how managers meet their stewardship

		of resources objectives as described in their performance contracts.
	e) Annual report of Request for Proposals (RFPs) and service contracts with environmental criteria is made available on the department's web site, including annual accounting of total investments awarded to contracts meeting specified environmental standards.	e) By June 2008, it is expected that accounting procedures will be established to collect and report on contracting and procurement data with environmental considerations; a summary of the relevant activity and investments will be prepared for the end of FY 2008-09 (to be posted on the department's web site by April 2009).
	f) First report on baseline data related to SD is included with update to DGs.	f) An assessment of baseline data will be included in the June 2008 report to DGs along with a plan for collecting missing baseline information.
	g) Analysis of SD-supportive practices throughout the department is undertaken, with report circulated to staff.	g) An overview/update of current departmental practices that support SD goals will be undertaken by September 2008 and reported to staff subsequently.
	h) An officer is appointed and announced departmentally to perform the functions of departmental Strategic Environmental Assessment (SEA) Advisor for new policy and program development.	h) A departmental SEA Advisor is expected to be in place by May 2008.

Canadian Heritage Sustainable Development Strategy (SDS) Priority 2

SDS Departmental Goal: To improve the federal knowledge base about SD and increase planning capacity to account for the social and cultural dimensions of sustainable communities.		
Federal Sustainable Development (SD) Goal including Greening of Government Operations (GGO) goals	**Performance Measure from current SDS**	**Department's Expected Results for 2008-09**
(4) Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations.	i) Creation and dissemination of new research products about culture and sustainable communities.	i) At least one new study or background paper on the cultural dimension of sustainable communities is produced for the Department and circulated among staff by September 2008.
	j) A list of indicators or data tools.	j) A departmental research plan is updated and approved by June 2008, to enable the development of a list of sustainable development indicators or data tools by 2009.
	k) Integration of Canadian Heritage advice and data in other departments' policy & program development, reflecting social / cultural considerations for sustainable communities.	k) By September 2008, a resource guide or bibliography will be updated and refined for sharing with federal policy analysts, highlighting key information and data from currently known sources on the social and cultural dimensions of sustainable communities.
	l) Number of occasions in which Canadian Heritage supports and advances discussion and reflection about the role of culture in supporting sustainable communities.	l) By the end of FY 2008-09, it is expected that Canadian Heritage will have supported at least two internal and at least two external (i.e. with other federal departments and/or other government or non-government partners) discussions to advance understanding of the role of culture in sustainable communities.

Canadian Heritage Sustainable Development Strategy (SDS) Priority 3

SDS Departmental Goal:

To integrate better environmental management in departmental policies, programs and operations

Federal Sustainable Development (SD) Goal including Greening of Government Operations (GGO) goals	Performance Measure from current SDS	Department's Expected Results for 2008-09
(1) Clean and secure water for people, marine and freshwater ecosystems. + (2) Clean air for people to breathe and ecosystems to function well. + (3) Reduce greenhouse gas emissions.	m) Number of departmental units seeking advice on Strategic Environmental Assessment (SEA). n) Number of SEAs conducted for new policy, plans and programs. o) Canadian Conservation Institute (CCI) facilities management plan with SDS targets developed and submitted to DG Committee that oversees SDS.	m) In fiscal year 2008-09, the SEA awareness will be increased with information sessions for departmental units as required. n) By March 31st 2009, in the event of new policy, plans or programs, the SEA advisor will ensure that a preliminary scan is completed in order to determine if a Strategic Environmental Assessment is required. If required, the SEA process will be initiated. o) The Canadian Conservation Institute's Service Agreement with PWGSC for the provision of facilities management services will include the collection of baseline data for developing and monitoring SDS targets.
Federal SD Goal including GGO goals	**Performance Measure from current SDS**	**Department's Expected Results for 2008-09**
(5) Sustainable development and use of natural resources. + (3) Reduce greenhouse gas emissions.	p) Reduction in paper use as measured by amount of paper purchased per capita. q) Per cent of meetings and training sessions conducted with technology assistance for participants in multiple locations. r) Per cent of new environmentally-friendly / low emissions equipment and facilities	p) For 2008-09, an assessment is expected to be made of the current paper use within the department and targets will be identified for reducing usage. q) For 2008-09, an assessment is expected to be made of the extent of meetings and training sessions that are conducted in the department, involving participants from multiple locations and including those occasions where travel is involved. A strategy will de developed for expanding the use of technology assistance, where appropriate, and targets will be established for the following year. r) At least 50% of all new building upgrades for Les Terrasses de la Chaudière in 2008-09 over which

	accessories that are integrated in building upgrades when such upgrades occur. s) Annual per cent ratio of ethanol blended fuel acquired against regular fuel. t) Annual report on the per cent reduction in greenhouse gas (GHG) emissions across the department's building spaces (*Note: CCI facilities will be evaluated once renovations are completed and baseline measures can be established, beginning in 2008).	Canadian Heritage has control are expected to integrate environmentally-friendly and/or low emissions equipment or accessories. s) For 2008-09, an assessment is expected to be made of the current ratio of ethanol blended fuel within the department and targets will be identified for increasing the ration of ethanol blended fuel. t) The department's SDS report will include information on its building space green house gas (GHG) emissions (excluding CCI) where department-specific information is available.
Federal Sustainable Development (SD) Goal including Greening of Government Operations (GGO) goals (6) Organizational structures and processes support meaningful and significant sustainable development objectives.	**Performance Measure from current SDS** u) Instances of environmentally friendly clauses or stipulations in procurement documents for goods and services. v) Per cent increase in green purchases and use of green suppliers from baseline set at beginning of 2006-07. w) Report annually on the percentage of procurement community trained.	**Department's Expected Results for 2008-09** u) A baseline of instances of environmentally friendly clauses or stipulations in procurement documents is expected to be established by June 2008, for comparative assessments in subsequent years. v) Automated System will be modified to better capture the Green purchases and suppliers. w) The SDS report to DGs, will confirm the training provided to the procurement community which included Green Procurement.

Federal Sustainable Development (SD) Goal including Greening of Government Operations (GGO) goals	Performance Measure from current SDS	Department's Expected Results for 2008-09
(1) Clean and secure water for people, marine and freshwater ecosystems. + (2) Clean air for people to breathe and ecosystems to function well. + (3) Reduce greenhouse gas emissions. + (4) Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations + (5) Sustainable development and use of natural resources. + (6) Organizational structures and processes support meaningful and significant sustainable development objectives	x) Number of focused communications materials and activities that raise awareness about SDS 2007-09 actions. y) Number of communications materials and activities about commuting alternatives. z) Number of Canadian Heritage employees participating in the ECOPass Program. aa) Per cent of employee travel / commuting by public transit and other green choices (e.g. carpooling, cycling, walking) in relation to single-person automobile travel.	x) In 2008-09, two significant communications initiatives are expected to raise awareness among Canadian Heritage staff about SDS 2007-09 actions. y) In 2008-09, 2 communications initiatives are expected specifically to raise awareness among staff about commuting alternatives. z) The number of Canadian Heritage employees participating in the ECOPass Program is expected to continue to increase. aa) In 2008-09, a survey will be conducted among PCH staff as a contribution to establishing baseline information concerning commuting practices.

List of Electronic Tables

Below is a list of tables that can be found online on the following websites:

- http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm
- http://www.tbs-sct.gc.ca/est-pre/estimE.asp

Table 3: Details of Transfer Payment Programs (see list in Appendix B)

Table 4: Evaluations

Table 5: Foundations (Conditional Grants)

Table 6: Green Procurement

Table 7: Horizontal Initiatives

Table 8: Internal Audits

Table 9: Services Received Without Charges

Table 10: Sources of Respendable and Non-Respendable Revenue

Table 11: User Fees

SECTION IV—OTHER ITEMS OF INTEREST

Program Activity 8: INTERNAL SERVICES

Description

Internal Services are an integral part of the Program Activity Architecture (PAA) and is set out in a separate Program Activity that is not aligned to a Strategic Outcome. The Treasury Board of Canada Secretariat has defined 13 standard categories of Internal Services to be applied in the development of departmental PAAs. They include:

- Legal Services.
- Information Technology Services.
- Information Management Services.
- Financial Management Services.
- Human Resources Management Services.
- Public Affairs/Communication Services.
- Evaluation Services.
- Internal Audit Services.
- Management, Oversight and Transformation Services.
- Public Policy Services.
- Supply Chain Management Services.
- Facilities, Asset Management Services.
- Other Support Delivery Services.

Link to 2008-09 Priority

Program Activity 8 is linked to the following priority:

- Priority 5 – Strengthening Management Practices.

Key Initiatives Related to Internal Services and to Priority 5: Strengthening Management Practices
KEY INITIATIVE 16: Implementing Canadian Heritage Action Plan supporting Blue Ribbon Panel Conclusions
KEY INITIATIVE 17: Public Service Renewal
KEY INITIATIVE 18: Canadian Heritage Management Accountability Framework Action Plan

Over the years, the Department of Canadian Heritage has remained committed to the continuous improvement of its management practices. Ongoing investments in the Department's corporate infrastructure – according to modern management principles – have already enabled the Department to adapt to the major changes required by Treasury Board's policy renewal initiative, such as the introduction of new internal audit and evaluation policies, the implementation of the Management, Resources and Results Structure (MRRS) policy, etc. Canadian Heritage's commitment to management excellence also manifests itself by strategically supporting each element of the Management Accountability Framework (MAF) with concrete initiatives identified in its annual MAF Action Plan. Canadian Heritage has identified three key initiatives for 2008-09 designed to strengthen management practices in specific areas:

- *Implementing recommendations stemming from the Report from the Independent Blue Ribbon Panel on Grant and Contribution programs* – Approximately 80% of Canadian Heritage program resources are allocated in the form of a grant or a contribution to third party recipients.
- *Supporting the Public Service Renewal Initiative* – In his last annual report to the Prime Minister, the Clerk of the Privy Council himself identified this human resource initiative as a priority for Government.
- *Supporting selected MAF elements* – The MAF Round IV assessment identified four areas (results-based management, audit renewal, shared services and IM/IT and integrated risk management) with "opportunities for improvements." This is where Canadian Heritage is focussing its energy.

Key Initiative 16: Implementing the Department of Canadian Heritage's Action Plan Supporting Blue Ribbon Panel Conclusions

Description

In June 2006, the President of the Treasury Board commissioned an independent Blue Ribbon Panel, "to recommend measures to make the delivery of grant and contribution programs more efficient while ensuring greater accountability." In December 2006, the Blue Ribbon Panel submitted its final report entitled *From Red Tape to Clear Results*, and delivered 32 recommendations to help reform Grants and Contributions (Gs & Cs) practices throughout the federal public service. (For more information, see: http://www.brp-gde.ca/ and http://www.tbs-sct.gc.ca/media/nr-cp/2007/0214_e.asp)

The Department of Canadian Heritage has a lead role to play in the federal response to Blue Ribbon Panel recommendations. As one of seven "vanguard" departments (those with significant Gs and Cs expertise and experience), the Department is undertaking a number of initiatives to bring about change, within the Department and at the federal level. (For more information, see: http://www.pch.gc.ca/pc-ch/mindep/sc-gc_e.cfm)

As a first step in the development of the Government of Canada's action plan to reform the administration of Gs and Cs, Treasury Board Secretariat worked with selected departments to examine business processes to identify opportunities for improved service and efficiencies.

The Canadian Heritage Blue Ribbon Panel Action Plan is in some ways "a snapshot in time" of efforts begun by the Department in 2003 to improve Gs and Cs contributions management. From the beginning, the theme was one of reasonable diligence: Attaining a better equilibrium between stewardship and service on the basis of risk. The recommendations of the Blue Ribbon Panel served to focus these efforts towards reducing controls, where risk allows, so as to reduce burden on clients and improve accountability in the use of public funds.

Planned Results and Performance Indicators

Planned Results

- The Department of Canadian Heritage's Blue Ribbon Panel Action Plan costed, monitored and reported to Executive Committee through 2010-11.
- Policy on Transfer Payments effectively rolled out within a year of issuance.
- Successful completion, as resources allow, of Blue Ribbon Panel initiatives.
- Participation, as resources allow, in Pathfinder projects sponsored by Treasury Board Secretariat's Centre of Expertise on Grants & Contributions.

Performance Indicators

- The Department of Canadian Heritage adheres to its Blue Ribbon Panel Action Plan implementation timetable.
- Management Accountability Framework results positive in areas targeted by Blue Ribbon Panel, e.g. Stewardship, Service, etc.
- Blue Ribbon Panel-related elements added to Performance Measurement Framework, including:
  - service standards;
  - processing time; and
  - client satisfaction.

Milestones and Timeframe

2008-09

- Impact analysis of revised Policy on Transfer Payments.
- Roll out new Policy on Transfer Payments risk-based approach, increased horizontality and increased ministerial authority (policy clarifications, adjust process and tools including tools for recipients, initiate and revise learning for financial and program staff).
- Monitor the Department's Blue Ribbon Panel Action Plan.
- Coordinate the Department's participation in government-wide Pathfinder Projects, where synergy exists and resources allow.

- Actively participate in corporate horizontal initiatives (e.g., Office of the Chief Audit and Evaluation Executive Risk Tool, Program Controls, e-services-lead Business Process Mapping and Program Inventory, etc.).

2009-10

- Continue to adapt systems and business processes as required for Policy on Transfer Payments and provide support with tools and learning for programs.
- Continue to monitor the Department's Blue Ribbon Panel Action Plan Continue to coordinate the Department's role in government wide Pathfinder projects, if synergy exists and resources allow.

2010-11

- Continue to adapt systems and business processes as required for Policy on Transfer Payments and provide support with tools and learning for programs.
- Continue to monitor the Department's Blue Ribbon Panel Action Plan.
- Continue to coordinate the Department's role in government-wide Pathfinder projects**.**

Key Initiative 17: Public Service Renewal

Description

The recommendations of the Advisory Committee on Public Service Renewal concluded that the Public Service needs to change to renew itself. In light of these recommendations, the Clerk of the Privy Council stated in his 14th Annual Report to the Prime Minister on the Public Service of Canada dated March 31, 2007:

> *We believe the overriding imperative for the Public Service today is to adapt to challenging new circumstances and to respond in innovative ways to the evolving needs of Canadians. Strong, values-based leadership, will be essential if Canada's Public Service is to renew itself.*

Renewal is not only about bringing in and developing new people; it is equally a matter of valuing and developing the talent already in the ranks.

The Clerk thus identified for all government departments an action plan that outlines key results at the corporate level, as well as within individual organizations, to move his four priorities forward.

1. Planning: Improve human resources planning as part of integrated business planning.
2. Recruitment: Ensure that the Public Service can hire its share of the most qualified graduates in all fields, reflecting Canada's diversity and develop an approach to branding the Public Service of Canada that combines an overall identity with department-specific features.

3. Employee Development: Continuous learning for all employees is critical to organizational effectiveness and to individual capacity.
4. Enabling infrastructure: Build organizational capacity, including the capacity of the community of human resources professionals.

As with all Government of Canada departments, the Department of Canadian Heritage is held to continue in 2008-09 to deliver on the priority action items the Clerk of the Pricy Council's Office issued in 2007. The Department will continue to ensure that departmental targets and commitments in all areas are met.

Planned Result and Performance Indicator

Planning

Planned Result

- Distribute the integrated Human Resources plan to all employees and post it on the website.

Performance Indicator

- On line access to the corporate Human Resources plan access by all employees of the Department of Canadian Heritage.

Recruitment

Planned Results

- Recruitment strategy including the use of Assistant Deputy Ministers and recent recruits as ambassadors to targeted universities, capitalizing on existing networks and Canadian Heritage branding.
- Recruit post-secondary graduates through specialized programs or external recruitment.
- Implement the external multi-year Recruitment Strategy.

Performance Indicators

- Partnerships made with targeted universities.
- Commitments obtained and met for post-secondary recruitment.
- Increased use of bridging opportunities of COOP, a work-study program, and the Federal Student Work Experience Program (FSWEP).

Employee Development

Planned Result

- A continuous learning organization with an engaged workforce.

Performance Indicators

- Performance and learning plans for all employees as well as written objectives and regular performance discussions.
- All employees take required training prior to exercising delegated financial and human resources authorities.
- Learning and employee engagement needs are integrated into Human Resources planning process.

Enabling Infrastructure

Planned Result

- Bank of generic job descriptions.

Performance Indicator

- Generic job descriptions are available to all managers.

Timeframe and Milestones

2008-09

- Continue to deliver action items in areas of planning, recruitment and employee development.

2009-10

- Complete delivery of action items and monitor progress.

2010-11

- Monitor results achieved for progress and correction as required.

Key Initiative 18: Canadian Heritage Management Accountability Framework Action Plan

Description

While Canadian Heritage is committed to continuous improvement in all areas of management, it has been focussing its efforts in four areas as a result of the 2006 Management Accountability Framework (MAF) assessment:

a. Results-Based Management: Implementation of the renewed Program Activity Architecture (PAA) and Performance Measurement Framework (PMF); Integrated Business Planning.

b. Integrated Risk Management: Initiatives related to risk assessment and management in operations and/or corporate decision-making.

c. Implementing the new Treasury Board Policy on Internal Audit and contributing to strengthening accountability in the Department.

d. Shared Services and Information Management (IM)/Information Technology (IT): Initiatives related to information management and technologies in operations and/or corporate decision-making.

Results of the 2007 assessment (underway at the time of writing this Report) will be taken into account in updating the department's MAF Action Plan. For more information on the Management Accountability Framework, see: http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

Key Initiative 18 a: Results-Based Management

Description

This key initiative comprises two inter-related components:

1. Implementation of the renewed Program Activity Architecture (PAA) and Performance Management Framework (PMF) within a result-based culture change process.
2. Integrated Business Planning.

These elements respectively provide the logical framework for financial and non-financial performance measurement as well as the tools and mechanisms to incorporate performance information into the decision-making process.

Component 1: Implementation of the renewed Program Activity Architecture (PAA) and Performance Measurement Framework (PMF)

Description

Results-based management is a life-cycle approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making, transparency, and accountability. The approach focuses on achieving outcomes, implementing performance measurement, learning and changing, and reporting performance.

The Program Activity Architecture (PAA) and Performance Measurement Framework (PMF) are foundation pieces for results-based management. Over the past year, the department undertook renewal of its PAA and PMF to address shortcomings identified by the Treasury Board Secretariat via the Management Accountability Framework assessment, and by departmental managers and staff who have been working with the PAA and PMF since its inception. Approval is expected in the spring of 2008, paving the way for implementation in the next planning period.

Planned Results and Performance Indicators

Planned Results

- Completion, approval and implementation of the revised PAA and PMF (short to medium-term).
- Improved decision-making, accessibility of information about clearly identified expected results for the department, and clear accountability (long-term).

Performance Indicators

- Comments made by TBS in the department's Management Accountability Framework assessment.
- The extent to which the PAA and PMF are utilized for departmental planning, reporting and decision-making purposes.

Milestones and Timeframe

2008-09

- Completion and approval of revised PAA and PMF.
- Development and roll out of initial phases of implementation strategy.

2009-10

- Implementation and integration of revised PAA and PMF into various departmental planning, reporting and management processes and systems.

2010-11

- Continued implementation and integration of revised PAA and PMF into various departmental planning, reporting and management processes and systems.
- Monitoring and update of processes and systems.

Component 2: Integrated Business Planning

Description

In The Fourteenth Annual Report to the Prime Minister on the Public Service of Canada, the Clerk of the Privy Council identified Integrated Business Planning as one of his priorities.

Canadian Heritage will continue the implementation of a comprehensive planning and reporting process designed to support both operational management and corporate decision-making requirements.

Integrated Business Planning simultaneously provides:

- a roadmap for operations and performance management;
- enhanced alignment of programs to Department and Government priorities;
- single-window input to major corporate reports;
- support for the implementation of corporate management priorities;

- integration of performance and risk information in corporate decision-making; and
- enhanced horizontality and expanded coverage of accountabilities.

Planned Results and Performance Indicators

- Effective planning and reporting tools allowing for the efficient management of results and resources throughout the organization.
- Efficient governance of the Department's mandate, programs and services in accordance with Public Service values.
- Informed and transparent policy development, decision-making and risk-management ensuring accountability to Parliamentarians and Canadians.

Performance Indicators

- Relevant indicators from the Management Accountability Framework.

Milestones and Timeframe

2008-09

- Establish linkages and synchronize to other corporate management processes such as executives' and employees' performance agreements, mid-year reviews, corporate priority-setting, etc.

2009-10

- Implementation of the Integrated Business Planning Process using the new departmental PAA and PMF.

2010-11

- Development of electronic applications for business planning processes where feasible.
- Creation of corporate management dashboards.

Key Initiative 18 b: Integrated Risk Management – Initiatives Related to Risk Assessment and Management in Operations and/or Corporate Decision-Making

Component 1: Providing expert advice and guidance on Risk-Based Audit Frameworks

Description

The Department provides expert advice and guidance on the development of risk-based audit frameworks (RBAFs) to assist managers to meet the risk-related requirements of the Policy on Transfer Payments. The aim is to strengthen internal processes to improve response time to clients and to implement procedures to proactively monitor the departmental Treasury Board Submission Report to ensure timely involvement in the review process.

Planned Results and Performance Indicators

Planned Result

- The response time in providing expert advice and guidance to managers on the development of their RBAF is improved.

Performance Indicator

- Advice and guidance is taken into consideration by managers when developing their RBAF.

Planned Result

- The Department's Treasury Board Submissions, including RBAFs, presented to the Treasury Board are of higher quality.

Performance Indicators

- The overall assessment of the quality of the department's Treasury Board submissions/RBAFs included in the Management Accountability Framework assessment under Quality of Analysis of TB Submissions Stewardship is positive.
- The results of Treasury Board Secretariat's review of submissions are used by the department to improve departmental practices.

Milestones and Timeframe

2008-09

- 90% of Treasury Board Submissions/RBAFs prepared by the Department reflect expert advice and guidance provided.

2009-10

- 100% of Treasury Board Submissions/RBAFs prepared by the Department reflect expert advice and guidance provided.

2010-11

- 100% of Treasury Board Submissions/RBAFs prepared by the Department reflect expert advice and guidance provided.

Component 2: Strengthen integrated risk management practices and capacity building

Description

This component supports the Department in having a Corporate Risk Profile that is considered one of the best amongst federal organizations. A fully mature grants and contributions risk assessment tool and process will successfully identify higher risk projects and program managers will act appropriately to mitigate risks. Risks will be identified and mitigated and will be fully integrated into departmental business planning process.

Planned Results and Performance Indicators

- Risk management practices are in place and meet quality target as indicated by Treasury Board Secretariat opinion.
- An audit opinion that states that the Department manages transfer payments with appropriate regard for risk.
- The Department's business planning includes sound risk assessment and feeds into revision of Corporate Risk Profile, as indicated by positive review in CAE's annual holistic opinion**.**

Milestones and Timeframe

2008-09

More than 70% of the three initiatives as mentioned above are in place.

2009-10

Three initiatives 100% in place.

2010-11

Continue the implementation of the three initiatives.

Component 3: Develop and maintain appropriate service standards to meet the need of our clients

Description

This component's goal is to offer risk advisory services that meet the needs and expectations of the Department's staff and managers.

Planned Result and Performance Indicator

- Offer quality risk assessment facilitation and other advice on an as needed basis as indicated through a client survey sent to each requester to gauge key aspects such as timeliness, quality, appropriateness, and knowledge.

Milestones and Timeframe

2008-09

- risk facilitation capacity in place.
- a 70% satisfactory rating obtained in a client survey.

2009-10

- a 80% satisfactory rating obtained in a client survey.

2010-11

- a 90% satisfaction rating obtained in a client survey.

Key Initiative 18 c: Internal Audit – Implementing the New Treasury Board Policy on Internal Audit and Contributing to Strengthening Accountability in the Department

Component 1: Implementing the new Internal Audit Policy

Description

The new Policy on Internal Audit took effect on April 1, 2006. Departments have until April 1, 2009 to finalize this implementation. The policy aims at strengthening public sector accountability risk management, resource stewardship and governance by reorganizing and bolstering internal audit on a government-wide basis. The policy is designed to ensure that the internal audit and the audit committee provide the Deputy Minister with added assurance, independent from line managers, on risk management, control and governance processes. This added assurance will also be used to support the Comptroller General report to Treasury Board on the state of risk management, control and governance processes across the Government. To ensure the real and perceived independence of the internal audit function, departments are required to create independent Departmental Audit Committee (DAC), which includes a majority of members drawn from outside the federal public service, and to provide organizational independence to the Chief Audit Executive who leads the internal audit function. Deputy Ministers, on the other hand, remain fully responsible for the adequacy of internal audit coverage in their department. The Department anticipates that it will be able to successfully implement the new Policy on Internal Audit by April 1, 2009 as identified in the policy.

Planned Results and Performance Indicators

Planned Result

- The internal audit function is appropriately resourced and operates in accordance with the policy and professional internal audit standards so that it can provide the Deputy Minister with an independent and objective assurance on the adequacy and effectiveness of the department's risk management, control and governance process.

Performance Indicators

- The audit function develops and implements a rolling risk-based five-year internal audit plan.
- The overall assessment of the quality of the department's internal audit function activities included in the Management Accountability Framework assessment for the department.
- The overall assessment of the quality of the department's internal audit function activities by the Departmental Audit Committee (DAC).

Planned Result

- The independent DAC, through information provided by the Chief Audit Executive, provides the Deputy Minister with advice, independent from line managers, on risk management control and governance processes.

Performance Indicators

- The independent DAC meets regularly.
- The independent DAC provides its first annual report to the Deputy Minister in April/May 2009.
- The independent DAC provides annual reports thereafter.
- The performance of the internal audit function is fully satisfactory.
- At least every four years, the performance of the DAC will be subject to an external assessment led by the Office of the Comptroller General as a key aspect of the Office's practice inspection of the Department's internal audit function.

Milestones and Timeframe

2008-09

- Independent DAC holds meetings.
- Chief Audit Executive provides first holistic opinion.

2009-10

- Full implementation of the new Internal Audit Policy by April 1, 2009.

Component 2: Developing and Implementing Internal Audit Plans

Description

The TBS *Directive on Chief Audit Executives, Internal Audit Plans, and Support to the Comptroller General* requires departments to develop and implement an internal audit plan. On July 13, 2007, the Deputy Minister and the Audit and Evaluation Committee approved the department's rolling risk-based five-year internal audit plan. This plan will be reviewed annually. The Department also developed a detailed budget for the implementation of this work plan, which identifies resources committed to meeting work plan deliverables.

Planned Result and Performance Indicators

Planned Result

- An internal audit plan that contributes to the provision of assurance on risk management, internal controls and governance processes in the Department.

Performance Indicators

- A rolling risk-based five-year internal audit plan is approved by the Deputy Minister and the DAC.

- The internal audit plan is focused primarily on the provision of assurance services and that includes internal audits mandated by the Comptroller General.
- The internal audit plan provides support for an annual opinion from the Chief Audit Executive on risks management, internal controls, and governance processes.
- Audit reports are completed and approved by the DAC on a timely basis.

Milestone and Timeframe

- This initiative is ongoing annually.

Component 3: Implementing and developing capacity for the new (a) audit and (b) evaluation governance structures

Description

This component will plan and strategize the recruitment of external committee members and transition to the new separate audit and evaluation committee structure.

Planned Result and Performance Indicators

Planned Result

- A coordinated and integrated governance structure that provides the department with a strategic vision and enables it to achieve is strategic outcomes.

Performance Indicators

- Audits and evaluations are taken into consideration in policy and planning discussions at a senior level.
- Departmental programs, policies and initiatives are improved as a result of discussions in these Committees.
- The DAC will annually self-assess its performance.

Milestones and Timeframe

2008-09

- Integration and on-going orientation of Departmental Audit Committee members including training provided by the Canada School of Public Service.
- Sufficient on-going allocation of resources (human and financial) including recruitment mechanisms and strategies as well as appropriate required training, if applicable.
- Finalize the development, presentation and approval of Terms of Reference for the Departmental Audit Committee and the Strategic Policy & Planning (and Evaluation) Committee.
- Potential development of tools and guidelines for departmental participation at the Departmental Audit Committee and the Strategic Policy & Planning (and Evaluation) Committee.

- Development and implementation of new committee Secretariat global support protocol including tri-partite collaboration.

2009-10

- Activities on-going annually.

2010-11

- Activities on-going annually.

Component 4: Implementing the recipient compliance audit strategy

Description

The Department is redesigning and strengthening the recipient compliance audit function to reflect and support government and departmental accountability and risk management initiatives. Recipient compliance audits provide programs with independent assurance on recipients' compliance with funding agreements and with independent information on risk management and control regarding specific, higher-risk recipients. The Department is introducing front-end risk assessments, centralizing recipient audit resources into one unit to conduct all recipient audits on behalf of management that will strengthen the overall recipient audit function, and developing strengthened departmental procedures for effective follow-up of audit results by programs.

Planned Result and Performance Indicators

Planned Result

- A recipient compliance audit function that supports the Government's and the Department's accountability and risk management initiatives.

Performance Indicators

- Front-end risk assessments are conducted and reassessed during the project's life-cycle.
- Rolling sectoral recipient audit plans are aligned with program cycles.
- The recipient compliance audit function manages the audit activities.
- Sectoral and horizontal analyses of issues and trends are conducted.
- The Chief Audit Executive informs the Operations and Management Committee on trends and issues, action plan implementation, control framework and other significant issues arising from findings of the recipient audits.
- Management responses and action plans are developed implemented and followed-up in a timely fashion.

Milestones and Timeframe

2008-09

- Transition process is completed.
- New process and protocols are fully documented and implemented.

2009-10

- Activities on-going annually.

2010-11

- Activities on-going annually.

Component 5: Develop and maintain appropriate internal audit service standards to meet the needs of our clients

Description

The Department is putting in place an independent internal audit function that is in accordance with Treasury Board Secretariat standards and the *International Standards for the Professional Practice of Internal Auditing*. An independent internal audit function will add value to the organization.

Planned Results and Performance Indicators

Planned Result

- High quality internal audit services that meet the needs of departmental managers and contribute to the provision of added assurance on risk management, internal controls and governance processes in the Department.

Performance Indicators

- The Chief Audit Executive develops and maintains a quality assurance and improvement program that covers all aspects of the internal audit function and continuously monitors its effectiveness.
- Results of practice inspections carried out by the Office of the Comptroller General in accordance with the requirements of the new Internal Audit Policy.
- The performance of the internal audit function is evaluated annually by the DAC.

Milestones and Timeframe

2008-09

- 30% of auditors receive or are in the process of obtaining the Certified Internal Auditor certification.
- The Chief Audit Executive presents an annual report of the DAC on the performance of the internal audit function and on conformance with professional auditing standards.
- The internal audit function established quality assurance standards.

2009-10

- Full implementation of the *International Standards for the Professional Practice of Internal Auditing* Internal Audit by April 1, 2009.
- 45% of auditors are Certified Internal Auditors or are in the process of obtaining this certification.

- The Chief Audit Executive presents an annual report to the DAC on the performance of the internal audit function and on conformance with professional auditing standards.
- The internal audit function establishes an independent quality assurance function.

2010-11

- The majority of auditors are Certified Internal Auditors.
- The Chief Audit Executive presents an annual report to the DAC on the performance of the internal audit function and on conformance with professional auditing standards.
- The internal audit function establishes an independent quality assurance function.

Key Initiative 18 d: Shared Services and Information Management/Information Technology (IM/IT)

Description

As part of Canadian Heritage's focus on integrating information technology and information management into the organization's business strategy, a series of key activities have been planned. These activities will enable the organization to be supported by a solid IM/IT structure that is linked to government wide objectives.

Planned Result

- The overall focus of our multiyear plan is to integrate IM/IT into the organization's governance structure as well as the business planning process in order to ensure that value from IM/IT investments are realized.

Performance Indicators

- Both qualitative and quantitative performance indicators will be used to manage and track the progress of the integration and alignment of the key activities to the organization's business and governance structure. These indicators will align with the MAF requirements.

Milestones and Timeframe

2008-09

- Development of Business Solution Delivery Strategy.
- Integration of Planning and Governance into IM/IT operations.
- Development of Organizational Readiness Strategy.

2009-10

- Implementation of Department of Canadian Heritage's Information Management Strategy.
- Development of Enterprise Business Process Framework.
- Establishment of Business Solution Strategy and Implementation Plan.

2010-11

- Implementation of the Enterprise Business Process Framework.
- Implementation of the Business Solution Strategy and Implementation Plan.

APPENDICES

APPENDIX A: List of Grants/Contributions Programs and Special Initiatives by Program Activity according to the Program Activity Architecture 2008-09

*	Sunsetting programs at the end of 2009-10 (parts of the Initiative *Tomorrow Starts Today*; renewal may be asked).
**	Special initiatives ending during the planning period and that will not be renewed.
***	New program.
®	Current programs for which Terms and Conditions expire during the planning period and for which renewal will be requested from the Treasury Board of Canada.

(Source: Approved 2008-09 Main Estimates)

Program Activity 1: Creation of Canadian Content and Performance Excellence

Athlete Assistance Program
Canada Music Fund Program * ®
Canadian Television Fund ®
Book Publishing Industry Development Program *
Canada Magazine Fund ®
Canada New Media Fund (Multimedia Invest. Fund) * ®
Sport Support Program
Hosting Program
- Vancouver 2010 **
- Indigenous Games **

Program Activity 2: Sustainability of Cultural Expression and Participation

Canadian Arts and Heritage Sustainability Program * ®
Canadian Culture On-line Program * ®
TV5 Quebec-Canada ®
Book Publishing Industry Development Program *
Canada Magazine Fund ®
National Arts Training Contribution Program *
Arts, Culture and Diversity Program ®
Canadian Feature Film Policy:
Canadian Independent Film & Video Fund (CIFVF)
National Training Program in Film & Video Sector ®
Canada Music Fund Program * ®
Trade Routes Contributions Program * ®
Hosting Program

Program Activity 3: Preservation of Canada's Heritage

Canada Music Fund Program *®
Canadian Feature Film Policy: Audio-Visual Preservation Trust (AV Trust)
Aboriginal Peoples' Program ®

Program Activity 4: Access to Canada's Culture

Publication Assistance Program ®
Cultural Spaces Canada Program * ®
Arts Presentation Canada Program * ®
Movable Cultural Property Program (Section 35 of the *Cultural Property Export and Import Act)* ®
Canadian Arts and Heritage Sustainability Program * ®
Fathers of Confederation Building Trust
Book Publishing Industry Development Program *
Canada Music Fund Program * ®
Canadian Culture On-line Program *®
Museums Assistance Program ®

Program Activity 5: Promotion of Inter-Cultural Understanding

Enhancement of Official Languages Program ®

Program Activity 6: Community Development and Capacity Building

Development of Official Languages Communities Program ®

Program Activity 7: Participation in Community and Civic Life

Multiculturalism Program ®
Aboriginal Peoples' Program ®
Human Rights Program ®
Community Historical Recognition Program ®
Canadian Studies Program ®
Building Communities through Arts and Heritage Program***
Celebration, Commemoration and Learning Program ®
- Québec 2008 **
- 49th International Eucharistic Congress **

Exchanges Canada Program ®
Katimavik ®
Museums Assistance Program ®
Enhancement of Official Languages Program ®
Sport Support Program
Hosting Program
Named Grants to the Lieutenant-Governors ®

For detailed information on Canadian Heritage support programs see:

http://www.pch.gc.ca/pc-ch/pubs/2007/tdm_e.cfm

For more information on Transfer Payments Programs of more than $5 million, see electronic Table 3at:

http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

For detailed descriptions of all Canadian Heritage activities and programs, see alphabetical list of programs (A to Z index) at:

http://www.pch.gc.ca/pc-ch/a-z/index_e.cfm

APPENDIX B: List of Transfer Payments Programs (Grants and Contributions) of More Than $5 million

Note: All these transfer payments programs are voted, which means that each year the Parliament of Canada votes annual *Appropriation Act* or *Acts* to grant expenditure authority to the Crown for departments and agencies. This spending authorization lapses at year-end.

Names of Canadian Heritage Transfer Payment Programs ***(Grants and Contributions)***	**Planned Spending 2008-09 ($ millions)**	**Planned Spending 2009-10 ($ millions)**	**Planned Spending 2010-11 ($ millions)**
Aboriginal Peoples' Program	57.7	57.7	58.3
Arts Presentation Canada	28.4	28.4	15.0
Athlete Assistance Program	26.7	26.7	27.0
Book Publishing Industry Development Program	37.7	37.7	30.2
Building Communities Through Arts and Heritage Program	7.0	13.8	13.8
Canada Magazine Fund	15.4	15.4	15.6
Canada Music Fund	22.6	22.6	17.4
Canada New Media Fund	14.2	14.2	6.6
Canadian Arts and Heritage Sustainability Program	27.1	27.1	0
Canadian Culture Online	11.4	10.9	1.7
Canadian Television Fund	120.0	20.4	20.4
Celebration, Commemoration and Learning Program	28.7	7.2	7.3
Community Historical Recognition Program	15.2	3.4	0
Cultural Spaces Canada	31.5	29.4	3.5
Development of Official Language Communities Program	238.9	226.2	225.7
Enhancement of Official Languages Program	113.2	110.0	111.5
Exchanges Canada	17.8	17.8	17.8
Grants/Contributions to TV-5	7.4	7.4	7.5
Hosting Program	75.3	34.0	16.9
Katimavik Program	19.8	8.2	0
Multiculturalism Program	16.8	16.7	16.4
Museums Assistance Program	14.4	14.4	14.6
National Arts Training Contribution Program	16.7	16.7	10.7
Publications Assistance Program	45.4	45.4	45.4
Sport Support Program	101.5	85.3	93.0
Total	**1,100.8**	**897.0**	**776.3**

For more information, see detailed electronic tables at:

http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

http://www.tbs-sct.gc.ca/est-pre/estime.asp

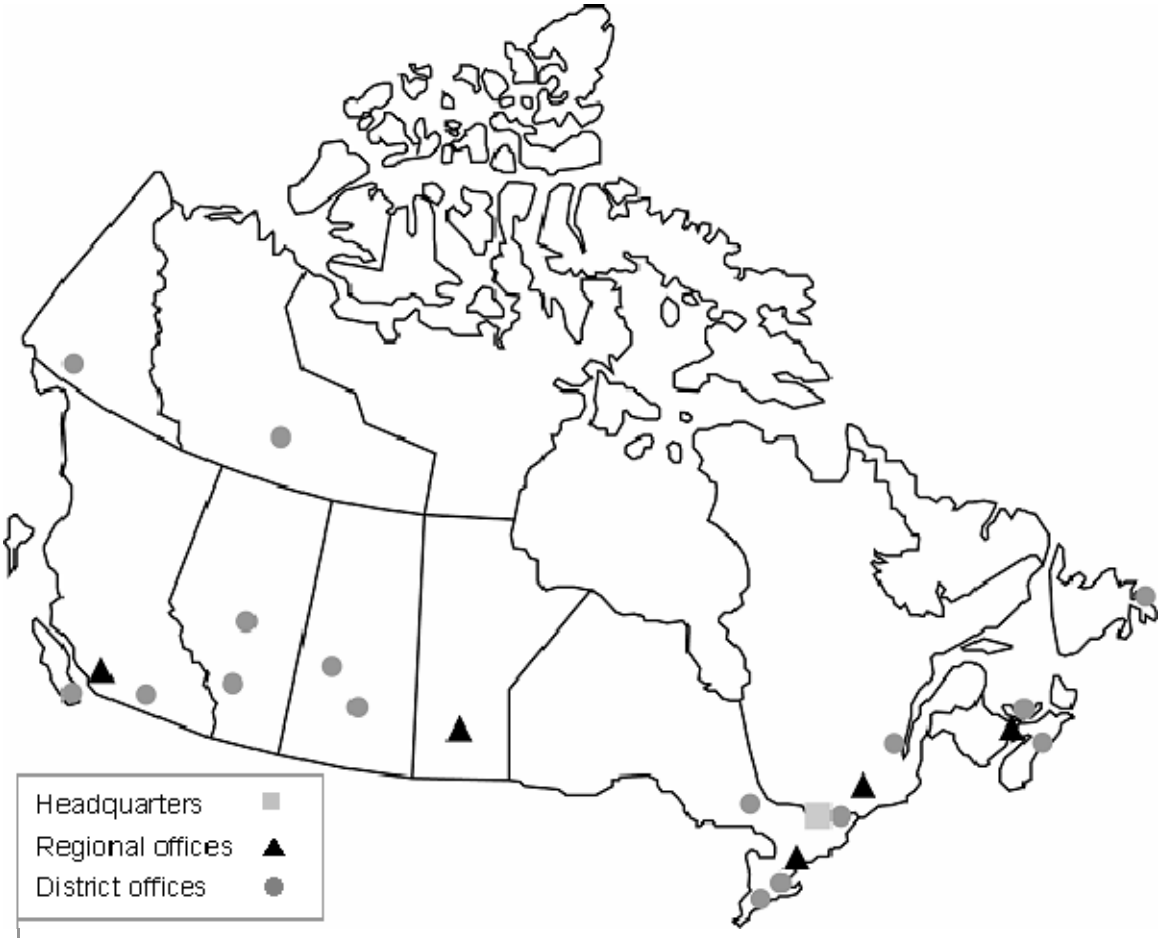
APPENDIX C: List of Statutes Administered, in Whole or in Part, by the Canadian Heritage Portfolio

As mentioned on the Department of Justice Web site, these documents are not the official versions.

An Act to Incorporate the Jules et Paul-Emile Léger Foundation	S.C. 1980-81-82-83, c. 85
Broadcasting Act	S.C. 1991, c. 11
Canada Council for the Arts Act	R.S.C. 1985, c. C-2
Canada Travelling Exhibitions Indemnification Act	S.C. 1999, c. 29
Canadian Heritage Languages Institute Act (not in force)	S.C. 1991, c. 7
Canadian Multiculturalism Act	R.S.C. 1985, c. 24 (4th Supp.)
Canadian Race Relations Foundation Act	S.C. 1991, c. 8
Canadian Radio-television and Telecommunications Commission Act	R.S.C. 1985, c. C-22
Copyright Act (formulation of cultural policy)	R.S.C. 1985, c. C-42
Cultural Property Export and Import Act	R.S.C. 1985, c. C-51
Department of Canadian Heritage Act	S.C. 1995, c. 11
Foreign Publishers Advertising Services Act	S.C. 1999, c. 23
Holidays Act	R.S.C. 1985, c. H-5
Income Tax Act (Tax credits, National Arts Service Organizations and cultural property)	R.S.C. 1985 (5th Supp. as amended)
Internment of Persons of Ukrainian Origin Recognition Act	S.C 2005, c. 52
Investment Canada Act (Cultural Foreign Investment)	R.S.C. 1985, c. 28 (1st Supp.)
Library and Archives of Canada Act	S.C. 2004, c.11
Lieutenant-Governors Superannuation Act (in part)	R.S.C. 1985, c. L-8

Museums Act	S.C. 1990, c. 3
National Acadian Day Act	S.C. 2003, c.11
National Anthem Act	R.S.C 1985, c. N-2
National Arts Centre Act	R.S.C. 1985, c. N-3
National Battlefields at Quebec Act	S.C. 1907-08, c. 57-58
National Film Act	R.S.C. 1985, c. N-8
National Horse of Canada Act	S.C. 2002, c. 11
National Sports of Canada Act	S.C. 1994, c.16
National Symbol of Canada Act	R.S.C. 1985, c. N-17
Official Languages Act (Part VII)	R.S.C. 1985, c. 31 (4th Supp.)
Parliamentary Employment and Staff Relations Act	R.S.C. 1985, c. 33 (2nd Supp.)
Physical Activity and Sport Act (In respect of sport)	S.C. 2003, c.2
Public Service Employment Act (Report to Parliament)	R.S.C. 1985, c. P-33
Public Service Labour Relation Act	S.C. 2003, c.22 S-2
Salaries Act (Lieutenant-Governors)	R.S.C. 1985, c. S-3
Sir John A. Macdonald and Sir Wilfrid Laurier Day Act	S.C. 2002, c.12
Status of the Artist Act (Part 1)	S.C. 1992, c.33
Telefilm Canada Act	R.S.C. 1985, c. C-16
Trade-marks Act (Use of National Symbols)	R.S.C. 1985, c. T-13

APPENDIX D: Departmental Points of Service Across Canada



Headquarters
- Gatineau, Quebec and Ottawa, Ontario

Western Region
- Vancouver, British Columbia
- Victoria, British Columbia
- Kelowna, British Columbia
- Calgary, Alberta
- Edmonton, Alberta
- Whitehorse, Yukon Territory

Prairies and Northern Regions
- Winnipeg, Manitoba
- Regina, Saskatchewan
- Saskatoon, Saskatchewan
- Yellowknife, Northwest Territories

Ontario Region
- Toronto
- Hamilton
- London
- Ottawa
- Sudbury

Quebec Region
- Montréal
- Québec

Atlantic Region
- Moncton, New Brunswick
- Charlottetown, Prince Edward Island
- Halifax, Nova Scotia
- St. John's, Newfoundland and Labrador

There are 22 points of service, including Headquarters in Gatineau.

APPENDIX E: Contacts for Further Information

National Headquarters

Department of Canadian Heritage
15 Eddy Street, 8th Floor
Gatineau, Quebec
K1A 0M5
Tel.: 819 997-0055
Toll Free: 1 866 811-0055
Toll Free: 1 888 997-3123
Web site:
http://www.canadianheritage.gc.ca/pc-ch/contacts/index_e.cfm

Atlantic Region

Department of Canadian Heritage
1045 Main Street, 3rd Floor, Unit 106
Moncton, New Brunswick
E1C 1H1
Tel.: 506 851-7066
Fax: 506 851-7079
Email pch-atlan@pch.gc.ca

Ontario Region

Department of Canadian Heritage
150 John Street, Suite 400
Toronto, Ontario
M5V 3T6
Tel.: 416 973-5400
Fax: 416 954-2909
Email pch-ontario@pch.gc.ca

Quebec Region

Department of Canadian Heritage
Guy-Favreau Complex, West Tower
6th Floor
200 René-Lévesque Boulevard West
Montréal, Québec
H2Z 1X4
Toll Free: 1 877 222-2397
Email pch-qc@pch.gc.ca

Prairies and Northern Region

Department of Canadian Heritage
275 Portage Avenue, 2nd Floor
P.O. Box 2160
Winnipeg, Manitoba
R3C 3R5
Tel.: 204 983-3601
Fax: 204 984-6996
Email pnr_rpn@pch.gc.ca

Western Region

Department of Canadian Heritage
300 West Georgia Street, 4th Floor
Vancouver, British Columbia
V6B 6C6
Tel.: 604 666-0176
Fax: 604 666-3508
Email wro-pch@pch.gc.ca

For one-stop access to information about programs and services of the Government of Canada, visit:

www.canada.gc.ca

or call:

1 800 O-Canada (1 800 622-6232)
TTY/TDD 1 800 465-7735

Department of Canadian Heritage Web site:
www.canadianheritage.gc.ca

A-Z Index of Canadian Heritage Web site:

www.pch.gc.ca/pc-ch/a-z/index_e.cfm