

Canadian Heritage

2006–2007 Estimates

Part III *Report on Plans
and Priorities*



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

Canada 

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SECTION I

Departmental Overview



Ministers' Messages

Minister of Canadian Heritage
and Status of Women



Ministre du Patrimoine canadien
et de la Condition féminine

Ottawa, Canada K1A 0M5

I am pleased to present the Department of Canadian Heritage's 2006-2007 *Report on Plans and Priorities*.

This document outlines the Department's corporate direction for the next fiscal year and illustrates the fundamental role it plays in the lives of all Canadians. It does this by ensuring the development and promotion of arts and culture, sport, national celebrations and citizenship, and industries such as broadcasting, sound recording, publishing, film and new media.



Rapid technological advances are challenging many of our traditional approaches. At the same time, they provide unprecedented access to our culture and heritage. By encouraging innovation, creativity, linguistic duality and cultural diversity, the Department will meet the challenges of the 21st century and contribute to building a country in which all Canadians can express and share their diverse cultural experiences with each other and the world.

It is essential to offer relevant audio and video media content and strong Canadian broadcasting services that Canadians choose in the midst of an increasingly fragmented environment. We must understand the new technologies and the different ways in which Canadians are receiving and consuming their entertainment, information programs and services. We must also ensure that the rights of creators are balanced with the accessibility of their works to Canadians.

At the same time, we must work to increase the important role of our cultural industries — which account for approximately \$39 billion in economic activity and employ over 600,000 people—in our social and economic development. This means providing meaningful programs, policies and support, at the best value possible, while being fully accountable for public funds.

Finally, our official languages and our core values, such as openness and inclusion, must continue to be the central pillars of our society, as they are essential elements of our national identity. The Department is committed to recognizing the differing realities of official-language minority communities in our policies and programs.

These are the issues I, along with my colleagues, the President of the Queen’s Privy Council for Canada, Minister of Intergovernmental Affairs, and Minister for Sport, the Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics, and the Minister of International Cooperation and Minister for La Francophonie and Official Languages, intend to focus on.

Together we will channel our efforts to achieve these goals, thereby ensuring that the Department of Canadian Heritage is active in building a strong and united Canada.

Beverley J. Oda

Message from the President of the Queen's Privy Council for Canada,
Minister of Intergovernmental Affairs, and Minister for Sport

Sport and physical activity help maintain Canadians' health, strengthen our communities, and, in the case of high-performance sport, raise the profile of our country and our values on the international scene.

Our government is committed to developing sport in Canada. In 2006-2007, we are investing \$57 million in national sport organizations, and other organizations that support the integrity and sustainability of the Canadian sport system, \$27 million in direct assistance to high-performance athletes, and \$11 million in the Own the Podium initiative in winter sports to achieve our goals of first in medals at the 2010 Olympic Games in Vancouver-Whistler and top 3 in gold medals at the 2010 Paralympics. We will also invest \$12 million in enhanced excellence funding for summer sports. Overall, the government is investing a total of \$140 million in amateur sport to achieve the objectives of the Canadian Sport Policy of: enhanced excellence, enhanced capacity, and enhanced interaction.

Over the next year, we plan to implement a number of new measures to achieve these objectives. We will implement the Policy on Sport for Persons with a Disability and the Policy on Aboriginal Peoples' Participation in Sport, to make it easier for children of all backgrounds to participate in sport. With provincial and territorial governments, we will develop a revised financial framework for hosting the Canada Games. We will develop a new Federal Policy for Hosting International Sport Events in order to maximize the benefits of sport hosting for sport development and for all communities and all Canadians. We will continue our support of the revised National Coaching Certification Program and, with our national funding partners, permanently establish the Canadian Sport Review Panel.

As President of the Queen's Privy Council for Canada, Minister of Intergovernmental Affairs, and Minister for Sport, I look forward to working with my colleagues, our federal partners, provinces and territories, sport organizations, and the private sector to continue to make Canada a leading sport nation.

Michael D. Chong

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

It is my pleasure to serve Canadians as the Minister for the Vancouver-Whistler Olympics, under the Department of Canadian Heritage portfolio.

The Olympic and Paralympic Games are among the world's largest sport events and one of the most significant international events. In addition to sport, they highlight culture, arts, and are a true unifying force for nations around the world.

The Government of Canada recognizes the tremendous potential of the Vancouver 2010 Olympic and Paralympic Winter Games. With some three billion people from across the globe watching, we will welcome the world and demonstrate some of our nation's greatest attributes, such as openness, diversity, respect, and quality of life.

The Games provide a myriad of opportunities. Economic spin offs, improved infrastructure, cultural and social benefits, and Aboriginal participation will be just some of the legacies that Canadians from across the country will experience long after the games have ended.

Hosting an event of this magnitude is a huge undertaking that requires long-term planning and coordination across government and with our partners. As such, the Government of Canada is pleased to have contributed \$497 million to the event, including \$235 million to improve and build athletic facilities and operate venues to ensure that Canadian athletes reap benefits before, during, and after the Games.

As a proud and committed partner for the Vancouver 2010 Winter Games, we look forward to delivering the best possible Games that all Canadians can be proud of.

David Emerson

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

Our country is recognized throughout the world for its cultural richness and linguistic duality. The Government of Canada recognizes this richness and is committed to pursuing the ideal of a Canada in which all citizens can live and work in English or French.

Official-language is a horizontal issue which enlists some 200 federal institutions. The Department of Canadian Heritage plays a key role in this area, as the 2006-2007 *Report on Plans and Priorities* demonstrates. This report outlines what we intend to achieve with respect to promotion of our linguistic duality, second-language teaching, and support for official-language minority communities. The Department's horizontal coordination activities will be reflected in the 2006-2007 *Departmental Performance Report*.

The Government of which I am a part is determined to build bridges between Canadians across the country and to encourage mutual understanding. This, in turn, will help build a stronger, more united Canada. To do this, we are committed to strengthening the vitality of official-language minority communities and to promoting linguistic duality. Within this context, I will work in close collaboration with all of my Cabinet colleagues to ensure that linguistic duality is an integral part of the decision-making process and the development of programs and policies.

I am especially pleased to work with my colleague, Minister of Canadian Heritage and Status of Women Beverley J. Oda, to encourage the development of English- and French-speaking communities across Canada. As Minister of International Cooperation and Minister for La Francophonie and Official Languages, I see 2006-2007 as an opportunity to breathe new life into efforts to promote and strengthen the Canadian Francophonie, as well as our official languages, one of our country's main assets for today and in the years to come.

Josée Verner

Management Representation Statement

I submit for tabling in Parliament, the 2006-2007 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 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the Department's approved Program Activity Architecture structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Judith A. LaRocque
Deputy Minister

Date

Operating Environment

Mandate, Roles and Responsibilities

Canadian Heritage is the federal government department responsible for arts, culture, sport, and citizen participation.

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

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

- the Honourable Michael Chong, President of the Queen’s Privy Council for Canada, Minister of Intergovernmental Affairs and Minister for Sport;
- the Honourable David Emerson, Minister of International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics; and
- the Honourable Josée Verner, Minister of International Cooperation and Minister for La Francophonie and Official Languages.

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

- the promotion of a greater understanding of human rights, fundamental freedoms and related values;
- multiculturalism;
- the arts, including cultural aspects of the status of the artist;
- cultural heritage and industries, including performing arts, visual and audio-visual arts, publishing, sound recording, film, video and literature;
- the encouragement, promotion and development of amateur sport;
- the advancement of the equality of status and use of English and French and the enhancement and development of the English and French linguistic minority communities in Canada;
- state ceremonial and Canadian symbols;
- broadcasting, except with respect to spectrum management and the technical aspects of broadcasting;
- the formulation of cultural policy, including the formulation of cultural policy as it relates to foreign investment and copyright;
- the conservation, exportation and importation of cultural property; and
- national museums, archives and libraries.

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

Canadian Heritage Portfolio

Canadian Heritage consists of a portfolio in the Government of Canada of 19 organizations, including Crown corporations and the Department. The portfolio agencies and Crown corporations are among the key Canadian institutions that support the creation, promotion and dissemination of cultural and artistic expression, and the preservation of Canadian culture and history.

The 19 organizations under the Canadian Heritage umbrella are:

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

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

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

Machinery of Government Changes

In February 2006, the Government of Canada announced changes to the machinery of government that impacted the Department of Canadian Heritage and its portfolio in the following ways:

- the National Capital Commission was transferred from the Canadian Heritage portfolio to the portfolio of Transport, Infrastructure and Communities; and
- the Official Languages Secretariat was transferred from the Privy Council Office to Canadian Heritage.

Summary Information

Raison d'être

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

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

Canadian Heritage's strategic outcomes shape the policies, programs and services it offers to Canadians. The outcomes are intricately linked to the Government of Canada outcomes related to strengthening Canada's social foundations. These are:

- an inclusive society that promotes linguistic duality and diversity; and
- a vibrant Canadian culture and heritage.

Resources of the Department of Canadian Heritage

	2006–2007	2007–2008	2008–2009
Financial resources (in millions of dollars)	1,472.0	1,209.2	1,166.4
Human resources (in full-time equivalents)	2,511	2,518	2,512

SECTION II

Detailed Plans by Priority



Introduction

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

Departmental priorities and key initiatives at a glance

<i>Priority</i>	<i>Type¹</i>	<i>Key initiatives</i>
Audio-Visual Policy Framework	Ongoing	CRTC Report on the Impact of Technologies on Canadian Broadcasting Canadian Television Fund new governance structure Telecommunication Policy Review Panel response Canadian Feature Film Policy Audio-visual institutional renewal: Telefilm Canada and National Film Board Centralization of Canadian content certification International Audio-visual Co-production Framework
Focused Arts and Cultural Policies	Previously committed	Copyright reform Canadian Periodical Policy Canadian content Online
Canada's Heritage	Previously committed	Canada's Museums Cultural Property Export and Import Act review Virtual Museum of Canada's further enhancement Canadian Conservation Institute: Returning to full function Canada Travelling Exhibitions Indemnification Program 400 th anniversary of Québec City in 2008
An Inclusive and Participatory Society	Previously committed	Second-language learning agreements Multiculturalism Program Development of official-language minority communities <i>Canada's Action Plan Against Racism</i> Historical redress
Canada's Cultural Interests Abroad	Previously committed	International cultural trade UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions Canada's participation in international expositions International Strategic Framework
Aboriginal Languages and Cultures	Previously committed	First Nations, Inuit and Métis languages

¹ As per the TBS Reporting Guide 2006-2007 (p.17), the priorities are categorized as follows: an **ongoing** priority is considered to have no end date, whereas a **previously committed** priority was outlined in a previous RPP and is considered to have an estimated end date.

Sport Development	Previously committed	Opportunities for sport participation Benefits of hosting High performance sport programming and technically sound sport development
2010 Games	Previously committed	2010 Games: Strategic opportunities initiative

Overview of Departmental Priorities

Given the rapid pace of technological advancement, evolving markets, and demographic change, the Department of Canadian Heritage is continually reviewing and adjusting its programs and policies to ensure that they meet the needs of Canadians. The Department's programs and policies are guided by these considerations:

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

In line with these considerations, eight priorities for the Department have been identified that respond to current challenges:

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

Audio-Visual Policy Framework

Context:

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

In setting out the objectives of the Canadian broadcast system, the 1991 *Broadcasting Act* provides that Canada's broadcasting system should, among other things:

- safeguard, enrich, and strengthen the cultural, political, social and economic fabric of Canada
- encourage the development of Canadian expression
- inform, enlighten and entertain Canadians of all ages, interests and tastes
- be effectively owned and controlled by Canadians
- offer programming drawn from local, regional, national and international sources
- include educational and community programs
- operate primarily in English and French
- include a national public broadcaster, a single regulator, and a single system.

Actions will focus on strengthening the Canadian audio-visual framework through improvement of the management and efficiency of federal institutions and policies. The changes seek to better support cultural creators, producers and distributors, while also lead to the programming and services that Canadians want and deserve. These efforts will focus on delivering value through complementary public and private contributions that will also allow for Canadian content and have ongoing access to foreign content.

Actions:

- requesting the CRTC, through Section 15 of the *Broadcasting Act*, to review the impact of new technologies on the broadcasting industry;
- implementing the new, clearer governance structure for the Canadian Television Fund to one board and one administrator;
- working with Industry Canada to respond to the recommendations of the Telecommunication Policy Review Panel;
- reviewing and adjusting the Canadian Feature Film Policy;
- reviewing and modernizing the legislation for Telefilm Canada and National Film Board (NFB);
- centralizing Canadian content certification for audio-visual products; and
- developing a new framework for International Audio-visual Co-production.

Focused Arts and Cultural Policies

Context:

Technological advancements have led to the emergence of new mediums and the opening of new markets through which arts and cultural entrepreneurs can reach audiences. Canada finds itself lagging other international jurisdictions in how it treats copyright concerns which is increasingly affecting both industry, creators and consumers. In response to these changes in markets and mediums, the Department will review its arts and cultural policies and funding programs to maximize value for money and results for Canadians. Also recognizing the need for direct support to Canada's best arts organizations and most promising creators, the Government will increase funding to the Canada Council for the Arts by \$50 million over the 2006-2007 and 2007-2008 fiscal years. This additional support for the arts is augmented by the incentive recently offered by the Government to increase giving to charitable institutions (including

The Canada Council for the Arts Act establishes the Canada Council as an organization whose role is to “foster and promote the study and enjoyment of, and the production of works in the arts,” including architecture, theatre, literature, music, painting, sculpture, the graphic arts and other similar creative and interpretative activities.

arts and cultural groups) through improved tax treatment for the donation of publicly traded securities to charities.

Actions:

- reforming Copyright;
- reviewing the Canadian Periodical policy framework; and
- reviewing the Canadian Culture Online Strategy.

Canada's Heritage

Context:

The Government's role in heritage is governed by the Act establishing the Department, the *Museums Act*, the *Library and Archives of Canada Act*, the *Cultural Property Export and Import Act*, the *Canada Travelling Exhibitions Indemnification Act*, and the 1990 Canadian Museum Policy.

The Museums Act establishes the National Gallery, the Canadian Museum of Civilization, the Canadian Museum of Nature, and the National Museum of Science and Technology. The Act declares the “the heritage of Canada and all its peoples is an important part of the world heritage and must be preserved for present and future generations.”

To be fully effective as a resource in building strong communities and strengthening national identity, museums need to respond to changes in Canadian society and the emergence of new technologies in addition to addressing the ongoing challenges of collections care.

Museums have also identified gaps in their capacity to measure and report on their cultural, social and economic impact.

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

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

Actions:

- developing a renewed federal vision for museums in the 21st century;
- implementing a software application that can be used by museums to measure economic impact;

- undertaking consultations with a view to modernizing the *Cultural Property Export and Import Act*;
- developing collaborative on-line space for museums to engage Canadians in active learning;
- returning the Canadian Conservation Institute to full function;
- facilitating a parliamentary review of the Canada Travelling Exhibitions Program; and
- supporting the 400th anniversary of Québec City in 2008.

An Inclusive and Participatory Society

Context:

Canada's diversity is a source of enormous benefit to Canada's social, economic and cultural development. However, there is growing evidence that while many members of ethno-cultural /racial communities fully participate in all aspects of Canadian life, others encounter long-term barriers to their full social, economic and cultural participation. By means of its programs and initiatives, the Department of Canadian Heritage is working to address these barriers.

Through the formal adoption of the Multiculturalism Policy (1988) in the *Canadian Multiculturalism Act*, the federal government recognized multiculturalism as a fundamental characteristic of Canadian society. The policy encourages a vision of Canada based on equality and mutual respect with regard to race, national or ethnic origin, colour and religion.

Through its responsibilities under the *Official Languages Act*, Canadian Heritage is supporting the Minister of International Cooperation and Minister for La Francophonie and Official Languages in facilitating the enhancement of Canada's official languages, and supporting official language minority communities. The Department also has the mandate to encourage and promote a coordinated approach to the implementation of Section 41 of Part VII of the *Official Languages Act*.

Actions:

- advancing agreements in support of second-language learning;
- broaden the reach to ethno-cultural/racial communities through targeted interventions and effective partnerships with federal institutions;
- fostering the development of official-language minority communities;
- implementing Canada's Action Plan Against Racism;
- addressing historical redress through:

- delivering on the commitment to the Chinese-Canadian community by apologizing and by making symbolic *ex gratia* payments to Chinese Head Tax payers, or if deceased, their surviving spouses;
- establishing a \$24 million community historical recognition program to provide grants and contributions funding for community projects linked to wartime measures and immigration restrictions; and
- developing a \$10 million national historical recognition program to fund federal initiatives, developed in partnership with other stakeholders.

Canada's Cultural Interests Abroad

Context:

Canada's athletes, artists and creators are international ambassadors who showcase Canada to the world. Today's globally integrated economy and society is increasingly requiring international engagement by Canadian Heritage to achieve our domestic objectives and promote the interests of Canada abroad. Increasingly, domestic issues, such as building our cultural industries, improving export performance, or creating a fair competitive environment for our athletes, require global solutions. Moreover, the border between domestic and international affairs is blurred by changes flowing from globalization, technological advances, and by global migration and increased diversity at home and abroad. These global trends directly impact on Canada's cultural, social and sport policies and programs.

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

Actions:

- developing a focused cultural trade strategy;
- promoting the widespread and timely ratification of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions;
- planning Canada's participation in upcoming international expositions; and
- developing an integrated international strategic framework for Canadian Heritage.

Aboriginal Languages and Cultures

Context:

First Nations, Inuit and Métis people are extremely diverse in terms of the languages they speak, the cultures they are part of, the places they live, and the histories they have shared. In Canada, First Nations, Inuit and Métis languages are in a rapid state of deterioration. Of the more than 50 Aboriginal languages spoken in Canada, only three - Cree, Ojibway and Inuktitut - are considered to be strong enough to survive in the long-term. The remaining languages are in varying states of decline, with most considered to be critically endangered.

Recognizing the importance and the distinct nature of First Nations, Inuit and Métis cultures and languages has been an important theme in the dialogue between the Government of Canada and Canada's Aboriginal peoples. In fact, according to the Royal Commission on Aboriginal Peoples: "perhaps the most important issue raised during the Commission's hearings was the maintenance of cultural identity."

Actions:

- developing a long-term approach to preserve, revitalize and promote First Nations, Inuit and Métis languages, which focuses on stable, multi-year funding.

Sport Development

Context:

Intuitively and empirically, we know that the value of sport goes far beyond the playing field. Sport has the power to strengthen communities – economically and culturally, to improve our health – mental and physical, and to contribute to a strong quality of life for Canadians. Yet, evidence indicates that Canadians are becoming increasingly sedentary, and are not participating in sport at the same levels they have in the past. According to the Conference Board of Canada's 2005 report of the socio-economic benefits of sport, sport participation has dropped from 45 percent in 1992 to 34 percent in 1998 to 31 percent in 2005. In line with the *Department of Canadian Heritage Act*, the *Physical Activity and Sport Act* and the Canadian Sport Policy, the Department seeks to encourage, promote and develop physical activity and sport in Canada through program support to the sport community and collaborative efforts with the provinces and territories, consistent with the Canadian Sport Policy.

Canada's *Physical Activity and Sport Act*, introduced in March 2003, sets out the following objectives of the Government of Canada's policy regarding physical activity:

- (a) to promote physical activity as a fundamental element of health and well-being;
- (b) to encourage all Canadians to improve their health by integrating physical activity into their daily lives; and
- (c) to assist in reducing barriers faced by all Canadians that prevent them from being active.

Success by Canadian athletes at the highest levels of international competition can motivate a new generation of children and youth to participate in sport and profit from the many benefits

that sport has to offer. Similarly, with more participants in the sport system, the pool of talented athletes will expand, leading to future success in international competition.

In Budget 2006, the Government introduced a \$500 children's fitness tax credit to promote physical fitness among young Canadians, and to support families with the costs of registration fees. The Budget also committed to developing a new policy to guide decisions on hosting international sport events in Canada. Hosting international sport events has significant social, cultural and economic benefits, while providing Canadian athletes access to upgraded facilities, modern equipment and a higher level of competition. Further, the Department will develop a new Sport Excellence Strategy, specifically aimed at increasing the potential for athletes to achieve podium performances at Olympic and Paralympic games.

Actions:

- collaborating with provinces and territories to increase sport participation, for children, youth, and under-represented groups, consistent with the Canadian Sport Policy;
- strengthening Canada's approach to hosting international sporting events through the development and implementation of a revised hosting policy;
- supporting high performance sport programming and technically sound sport development through:
 - developing a new Sport Excellence Strategy aimed at enhancing athletes' performances at Olympic and Paralympic Games through fair and ethical means; and
 - implementing the Own the Podium program for winter sports to support Canada's athletes in achieving podium performances at the 2010 Winter Olympic and Paralympic Games in Vancouver and Whistler.

2010 Games

Context:

With the four-year countdown towards the 2010 Winter Olympic and Paralympic Games well underway, the Government of Canada will pursue its commitment to work in partnership to ensure that the organization and delivery of the 2010 Games reflects the cultural, social, and linguistic diversity of Canada.

Under the *Federal Policy for Hosting International Sport Events*, the Government of Canada will provide federal essential services and capital and legacy funding in support of the

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

2010 Games that can bring significant net sport, economic, social and cultural benefits to Canadians.

The Department of Canadian Heritage manages the federal funding for the Games in a responsible way that produces results for all Canadians and ensures the accountable and transparent use of public funds. The department also acts as a focal point for the Government of Canada's participation in the hosting of the 2010 Winter Games by providing leadership, advice and support to interdepartmental and intergovernmental engagement in the 2010 Games and related initiatives, and ensuring Canada's commitments for the delivery of essential federal services are respected.

Actions:

- developing strategic initiatives around the 2010 Winter Olympic and Paralympic Games in Vancouver and Whistler; and
- working with our partners to ensure the obligations under the Multi-Party Agreement are fulfilled.

Priorities and Key Initiatives

PRIORITY The Audio-Visual Policy Framework

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

CRTC Report on the Impact of Technologies on Canadian Broadcasting

Technology is rapidly changing the broadcasting landscape leading to the emergence of multi-disciplinary media companies containing, among others, converged telecommunication, broadcasting, film production and print business lines. To fulfill its responsibilities for policy making, the Government needs to better understand the future of the broadcasting and media industry and audiences in an era of rapid technological change. Canada's broadcasting industry is faced with many challenges but also opportunities to explore new technologies and ways of accessing their audiences while ensuring Canadians have the programming choices and services they demand. The Government supports Canada's public broadcaster, CBC/Radio-Canada, and will work towards ensuring it continues to have a place as the media and broadcasting world evolves. As an important first step towards modernizing Canadian broadcasting policy, pursuant to Section 15 of the *Broadcasting Act*, the Government has directed the CRTC to report on the impacts of technological change on Canadian broadcasting as a whole.

More information on the Report can be found at:
(<http://www.crtc.gc.ca/archive/eng/notices/2006/pb2006-72.htm>).

Planned results and performance indicators

The CRTC's final report will provide a factual synthesis of research and comments from the public and broadcasting stakeholders, and it will serve as an environmental scan to inform broadcasting policy decisions, including policy as it relates to the CBC/Radio-Canada, regarding the future of the broadcasting system.

Milestones and timeframe

The CRTC is to present its report by December 14, 2006.

Canadian Television Fund new governance structure

The Canadian Television Fund (CTF) is a public-private partnership whose objective is to assist in the creation and broadcast of high-quality, culturally significant Canadian television programs in both official languages during peak viewing hours. The CTF's annual revenues have come from three sources: cable and satellite distributors, the federal government and recoupments on investments in television projects by Telefilm Canada.

In response to recommendations in several reports, including that of the Standing Committee on Canadian Heritage on the Canadian broadcasting system and the Auditor General, the Department has worked with stakeholders to modify the governance framework of the CTF to a one board (CTF Corporation) and one administrator (Telefilm Canada) model, with public policy direction continuing to come from the Department.

More information on the Canadian Television Fund can be found on the Department's website at: (http://www.pch.gc.ca/progs/ac-ca/progs/fct-ctf/index_e.cfm).

Planned results and performance indicators

The results of the modified governance structure of the Canadian Television Fund, which will make one board responsible for its activities, will enhance accountability, simplify administration, and improve reporting. It will also result in cost savings that will be invested in program production. The Department will monitor the results of the initiative on a continuing basis.

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

Milestones and timeframe

Year 1: 2006–2007

Implement the new governance framework as early as possible in the 2006–2007 fiscal year.

Telecommunications Policy Review Panel response

The Government of Canada appointed a Telecommunications Policy Review Panel in April 2005 to examine the telecommunications policy and regulatory framework in Canada. The panel examined issues regarding regulation, access and adoption of information and communication technologies. The existing regulatory regime was designed in an era that is

markedly different from today where consumers have access to the Internet, high-speed broadband and other technologies and platforms. Furthermore, the access issue has evolved from one of provision of basic telephone service across the country to one characterized by consumer demand and competition that goes beyond traditional providers and only voice services.

Taken together, the Panel's recommendations would create a more market-oriented, deregulated approach to telecommunications. The Government of Canada has signalled its intent to move in this direction by tabling in Parliament a policy directive to the CRTC. Where regulation would still be necessary (where the market cannot correct problems), regulation would be minimal and efficient. The Panel's recommendations would also promote Canadian productivity and competition through Information and Communications Technology (ICT) investment and the "smart adoption" of ICT.

In an *Afterword to the Report*, the Panel also suggested, but did not formally recommend, that an outside panel of experts undertake a fundamental review of broadcasting. The *Afterword* also suggested that foreign investment restrictions for telecommunications companies, and eventually for broadcasting distribution undertakings, be liberalized.

Further information regarding the Telecommunications Panel is available online at: (<http://www.telecomreview.ca/epic/internet/intprp-gecrt.nsf/Intro>).

Planned results and performance indicators

The Department will ensure that proposed changes to policy or legislation are measured and that the impacts of such changes on the broadcasting system are consistent with the government's policies and objectives.

Milestones and timeframe

Year 1: 2006–2007

Work closely with Industry Canada to develop the proposed government position regarding recommendations in the Panel's report that deal with matters affecting the Canadian Heritage Portfolio.

Canadian Feature Film Policy

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

Planned results and performance indicators

Develop a plan to recognize differences and build subsequent changes to existing policy for the coming years.

Milestones and timeframe

Year 1: 2006–2007

Engage the industry and stakeholders in consultation to proceed with adjustments to the Canadian Feature Film Policy.

Make adjustments to the Canadian Feature Film Policy.

Audio-visual institutional renewal: Telefilm Canada and National Film Board

Today, audio-visual production takes place in an environment of rapid technological advancement, globalization, convergence and socio-demographic diversity. Recent studies, such as those from the Standing Committee on Canadian Heritage, have recommended that the mandate of Telefilm Canada, the National Film Board (NFB) and other federal cultural agencies be better aligned toward common objectives, while clearly delineating their roles and responsibilities.

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

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

Planned results and performance indicators

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

Milestones and timeframe

Year 2: 2007–2008

Propose new legislation for tabling, if applicable.

Centralization of Canadian content certification

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

The centralization initiative is led by the System Council, an inter-departmental group of senior representatives from the Department of Canadian Heritage, CRTC, CTF, Telefilm Canada and the Canada Revenue Agency (CRA). Studies confirm the viability of centralizing certification. The Department will build on the results of these studies to simplify and improve the coherence, accountability and transparency of Canadian content certification.

Planned results and performance indicators

Centralizing the certification of Canadian content will provide Canadian producers with a simplified, comprehensive, single-window access. That will bring coherence to certification in view of meeting the objectives of government policies and will improve data gathering on the industry. The optimization of costs and the improvement of data collection over time will be part of the measures used to assess the performance of this initiative.

Milestones and timeframe

Year 1: 2006–2007

Confirm elements of the certification process that should be centralized.

Prepare legislative and regulatory amendments to centralize the certification of Canadian content, if applicable.

Year 2: 2007–2008

Amend legislation and regulations, if applicable.

International Audio-Visual Co-Production Framework

International co-production agreements provide national status to audio-visual production both in Canada and in partner countries. This status provides access to public funding and broadcasting systems in both countries, where applicable, and enhances bi-lateral trade and cultural exchanges in the audio-visual sector.

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

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

Planned results and performance indicators

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

Milestones and timeframe

This initiative was announced in the previous RPP and consultations have taken place that led to the drafting of a revised framework. The following milestones represent the completion of the initiative:

Year 1: 2006–2007

Consult stakeholders on the draft framework and incorporate key results from the consultations.

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

Years 2 and 3: 2007–2009

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

PRIORITY Focused Arts and Cultural Policies

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

Copyright reform

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

In the fiscal year 2006–2007, the Department in coordination with Industry Canada, is planning to introduce two new pieces of legislation: first to amend the *Copyright Act* in order to allow Canada to implement the provisions of the two most recent World Intellectual Property Organization treaties on copyright and to address issues related to technological advances and the Internet; second, to amend the provision in the *Act* relating to the protection of photographs.

More detailed information can be found online at:

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

Planned results and performance indicators

The amended legislation will provide adequate copyright protection and fair compensation for rights holders and allow reasonable access to the public in line with international standards.

Milestones and timeframe

Year 1: 2006–2007

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

Propose legislation for tabling in Parliament.

Canadian Periodical Policy

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

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

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

Planned results and performance indicators

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

Milestones and timeframe

Year 1: 2006–2007

Consult appropriately with Canada Post to clarify future roles with respect to the PAP and act on the evaluation findings as they relate to the PAP and the CMF.

Consult with stakeholders on the policy approach to Canadian periodicals.

Year 2: 2007–2008

Complete consultations and introduce changes to program targets and/or structures accordingly.

Canadian content online

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

Given the dynamic nature of digital interactive media, the Department of Canadian Heritage will undertake a review of the Canadian Culture Online Strategy over the next two years. The review was initiated by an evaluation of the support program for the new media sector—the Canada New Media Fund—in 2005. It will be followed by an evaluation of the other remaining elements of the CCO strategy, which are as follows: support for the creation of digital cultural content by federal agencies with cultural collections, heritage institutions and cultural and community organizations; portals, including Culture.ca and the Virtual Museum of Canada; funding assistance for applied research and development in new media technologies; and sectoral assistance to the new media industry to help Canada remain a leader in interactive cultural content.

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

Planned results and performance indicators

The assessment of support mechanisms under the CCO strategy will be key to providing Canadians with access to diverse and quality Canadian content in the online space that Canada's need and want.

The goals of this initiative are to present a revised strategy for support to the new media industry for government approval, and a revised strategy for the remaining elements of the CCO strategy (other than industry support) will be presented for approval by government in autumn 2007.

Milestones and timeframe

Year 1: 2006–2007

Finalize the evaluation of the Canada New Media Fund, which began in autumn 2005.

Prior to the expiration of the Fund's authorities on March 31, 2007, consult with new media industry and other stakeholders to assess current and potential needs and formulate a revised strategy for supporting this industry and present it for government approval, as appropriate.

Year 2: 2007–2008

Implement revised measures for supporting the new media industry.

As scheduled with the Treasury Board Secretariat (by March 31, 2008), complete the summative evaluation of the remaining elements (other than industry support) of the Canadian Culture Online Strategy, assess current and future needs through consultations with stakeholders, and present a revised strategy for government approval, as appropriate.

Year 3: 2008–2009

Implement the revised strategy for Canadian Culture Online once approved.

PRIORITY Canada's Heritage

It is important to Canadians that their history and heritage be safeguarded for future generations. It is through the preservation and recognition of Canada's heritage that the national context is understood. The Department of Canadian Heritage plays a leading role in facilitating the preservation of and access to historical cultural works and practices, including film, music, Aboriginal languages, Aboriginal stories and national cultural artifacts and archives.

Canada's Museums

Canadians value heritage as central to their sense of identity, their attachment to Canada and their quality of life and look to our museums and archives to protect and preserve their national heritage for this and future generations. Canadians trust museums more than any other source of information about Canada's history.

The four national museums and Library and Archives Canada are key assets for the Government of Canada in fulfilling its policy objectives in this area. They are the only institutions with explicit mandates to preserve and present the heritage of the entire country. They extend their reach to Canadians outside the National Capital Region, not only through their websites, but also through traveling exhibitions that are presented in other institutions, and by lending individual objects. Non-federal museums across the country have emphasized the importance of these national outreach programs in strengthening their own capacity to meet their mandate and needs. The Department of Canadian Heritage will work with the national museums and Library and Archives Canada to ensure that they are equipped to fulfill their mission to increase the extent to which the national collections reach all Canadians.

Non-federal museums across the country also play important roles in preserving Canada's heritage and contributing to the economic and social well-being of communities. Museums need to respond to changes in Canadian society and the emergence of new technologies in addition to addressing the ongoing challenges of collections care. Museums have also identified gaps in their capacity to measure and report on their cultural, social and economic impact. The Department of Canadian Heritage will continue to work with the museum sector to address these issues. During the 2006–2007 fiscal year, the Department will introduce a software application that can be used by museums to measure economic impact. It will continue to work with the museum sector to develop a renewed vision for the Government's museum policy. Modernization of the *Cultural Property Export and Import Act*, review of the Travelling Exhibitions Indemnification Program and initiatives by the Canadian Conservation Institute, and the Canadian Heritage Information also comprise important aspects of these efforts. The grants and contributions programs in the Department for which

museums are eligible are equally important tools in enabling institutions to carry out special projects such as developing travelling exhibitions and improving their collections care.

Planned result and key indicators

The long-term result for these activities is an enhanced accessibility by Canadians to our rich and diverse heritage. Key indicators this year, in addition to those identified below for the consultations on the *Cultural Property Export and Import Act*, the Travelling Exhibitions Indemnification Program, the Canadian Conservation Institute, and the Canadian Heritage Information Network, include availability of the new economic impact measurement tool, the number of visitors to travelling exhibitions and improvements in collections care capacity.

Milestones and timeline

The economic impact measurement tool was introduced in a workshop for the museum sector during the Canadian Museums Association's annual conference in May 2006. Over 2006-2007, other strategies to reinforce the role of museums will be evaluated.

Cultural Property Export and Import Act review

The *Cultural Property Export and Import Act (CPEIA)* enacted in September 1977 as Canada's implementing legislation for the 1970 UNESCO Convention on illicit traffic in cultural property. The Act established Canadian export control over cultural property; the Canadian Cultural Property Export Review Board; tax incentives and grants to encourage the sale and donation of significant items to Canadian public institutions and the repatriation of such objects from abroad; and import controls that fulfil Canada's treaty obligations toward other States Parties to the Convention.

Since its introduction, the Act has demonstrated effective achievement of its public policy objectives, indicating that its basic structure and approach are sound. However, the past 29 years have also revealed areas of the Act that may require clarification, elaboration, or improvement to maximize the effectiveness and efficiency of its administration as a tool for the protection of cultural property. In 2006-2007, the Department of Canadian Heritage will issue a Discussion Paper and conduct consultations with stakeholders to identify possible improvements to the Act that would strengthen its effectiveness and enhance accountability.

Planned result and performance indicators

The long-term result of this initiative is that this important legislation will be a modernized, more effective tool in the preservation of Canada's cultural heritage, and that of countries who suffer the loss of their heritage through illicit traffic in cultural property. The result this year will be the completion of consultations. Key indicators include a discussion paper published and consultations held.

Milestones and timeframe

Year 1: 2006–2007

Public and stakeholder consultations undertaken to identify options for legislative reform.

Year 2: 2007–2008

Legislative reform package tabled in Parliament.

Virtual Museums of Canada's further enhancement

Since its creation in 2001, the Virtual Museum of Canada has worked with museums across the country to develop significant digital content attracting millions of domestic and international online visitors. Responding to the rapid evolution of the Internet and the needs of users, the Canadian Heritage Information Network (CHIN), in consultation with its 1,200 member museums and the education community, will develop a new online museum learning space to enable:

- museums to expand their educational outreach by interacting online with teachers and students, adding an interpretative dimension to the digital learning resources;
- teachers to develop and share lesson plans and learning scenarios, define learning outcomes and invite museum educators to participate in interpretative (Web conferencing) sessions; and
- students and lifelong learners to access learning resources, share information with one another, and interact with museum educators.

More information on this initiative can be found online at: (<http://www.virtualmuseum.ca>).

Planned result and performance indicators

With the new online museum learning space, Canadians will have effective access to digital learning resources that reflect Canada's heritage. The results of this initiative will be measured quantitatively and qualitatively through the level of engagement and participation of museums as content providers and the learning community as users (teachers and students in the first phases).

Milestones and timeframe

Year 1: 2006–2007

Launch the pilot phase of the online museum learning space with sample content designed to enable an evaluation of the approach. The development and implementation of this initiative will be phased in with a comprehensive set of functions to be completed by 2008.

Canadian Conservation Institute: Returning to full function

The Canadian Conservation Institute (CCI) is an internationally-recognized centre of excellence in preservation that is committed to increasing the heritage community's capacity to preserve Canada's material cultural heritage for current and future generations. CCI's research and development, expert services and knowledge-transfer support heritage institutions and Aboriginal communities across Canada. CCI also contributes to activities of the Department of Canadian Heritage and the Government of Canada on the world stage through international collaborative research projects, technical symposia, and publications in research journals.

Essential renovations to CCI's main facility have impeded its use of laboratories for core research, services and training activities. Construction work to address the current building/laboratory codes, building accessibility requirements and health and safety issues will be completed in the fall of 2006, at which time CCI will resume full operations.

More information about the CCI's activities can be found online at: (<http://www.cci-icc.gc.ca>) and (<http://www.preservation.gc.ca>).

Planned result and performance indicators

The key planned result of this initiative is to ensure the heritage community both in Canada and internationally has access to CCI's research, publications, expert services and training on the preservation of material cultural heritage. CCI's performance will be assessed through client surveys that measure the number of people trained and the percentage of clients who indicate their satisfaction with the expert services and training opportunities provided.

Milestones and timeframe

Year 1: 2006–2007

Work with Public Works and Government Services Canada to complete renovations to CCI's main facility and address custodianship.

Continue consultations with Aboriginal communities and planning for the *2007 Preserving Aboriginal Heritage Symposium: Traditional and Technical Approaches*.

Deliver, in collaboration with the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), a two-week workshop on *Reducing the risks to collections* aimed at Canadian, American and South American conservation professionals.

Progress in developing a Collection Preservation Management Manual for heritage workers and volunteers.

Implement new frameworks: a research framework for a more focused approach to its scientific and conservation research, and a client services framework with more responsive, transparent and equitable delivery.

Launch e-services and CCI notes online to increase access to CCI services and preservation knowledge.

Year 2: 2007–2008

Launch a new fellowship program for Canadian conservation professionals to address their training needs, and reinstate the internship program to build conservation capacity.

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

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

Assess the impact of the research framework on the results of scientific and conservation research.

Canada Travelling Exhibitions Indemnification Program

The Canada Travelling Exhibition Indemnification Program was implemented following the adoption of the *Canada Travelling Exhibitions Indemnification Act*, which came into force on December 15, 1999. Under the auspices of the program, the government accepts the financial risk of loss or damage associated with major travelling exhibitions in Canada. Pursuant to section 5.1 of the Act, the Department must report to Parliament on the first five years of the program's operation.

More information on the program can be found online at:
(http://www.pch.gc.ca/progs/pei-trx/index_e.cfm).

After the program evaluation in 2005–2006, the Department will make adjustments to ensure that the Canada Travelling Exhibition Indemnification Program is effective in increasing Canadians' access to cultural heritage exhibitions.

Planned result and performance indicators

The planned result for the program is increased opportunities for Canadians to access Canadian and international cultural heritage through the exchange of artifacts and exhibitions in Canada. Key indicators to measure the result include the number of exhibitions and venues, visitor numbers and insurance savings for hosting institutions.

Milestones and timeframe

Year 1: 2006–2007

Submit a report to Parliament concerning issues such as program impact and the management of risk.

Analyse the implications of raising program liability ceilings, potential alterations to other program design elements and more effective data collection strategies.

Ongoing

Collect program data for measuring results of the program on an ongoing basis.

400th anniversary of Québec City in 2008

In response to Canadians' ever-growing interest in celebrating great people and defining moments that have shaped Canada's history, in 2002 the Government of Canada approved "Canada 2004-2008", a five-year plan to commemorate Canada's national anniversaries. It identified the celebration of the 400th anniversary of the founding of Québec City in 1608, Canada's oldest city, as a key commemorative event.

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

More information on the five-year plan, entitled "Canada 2004-2008" can be found online at: (http://www.pch.gc.ca/pc-ch/org/sect/publi/celeb_e.cfm).

Planned results and performance indicators

As a result of this key initiative, Canadians will have increased opportunities to learn about and celebrate Canada's first city and permanent settlement of la *Francophonie* in North America. The number of opportunities made available to Canadians and the number of participants who attend the commemorative events in Québec City in 2008 as well as in other parts of Canada will be measured to evaluate the success of the 400th anniversary celebrations and the recognition by other Canadians across the country.

Milestones and timeframe

Year 1: 2006–2007

Establish multi-year contribution agreement with the *Société du 400^e anniversaire de Québec*, a non-profit organization established to plan, coordinate and carry out festivities to commemorate the anniversary of Québec City in 2008.

Ongoing (Years 1 to 3: 2006–2009)

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

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

Year 3: 2008–2009

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

PRIORITY An Inclusive and Participatory Society

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

Second-language learning agreements

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

More information on the Department's activities to enhance official languages can be found online at: (http://www.pch.gc.ca/progs/lo-ol/progs/mev_e.cfm).

Planned results and performance indicators

The planned result of this initiative is to increase the proportion of Canadians who have a working knowledge of both official languages and a greater understanding and appreciation of the benefits of linguistic duality in the short term. By measuring annually the number of Canadian youth enrolled in various second-language programs and analysing trends in these enrolments during the program evaluation, measure bilingualism of Canadian population over the long term, the Department will be able to determine the progress made in reaching the goal set in the Action Plan for Official Languages.

Milestones and timeframe

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

Year 1: 2006–2007

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

Reach new agreements with provinces and territories or specific organizations for measures fostering second-language learning or promoting linguistic duality.

Increase electronic access to information about intergovernmental agreements.

Years 2 and 3: 2007–2009

Begin preparations to evaluate the *Enhancement of Official Languages* program, such as the creation of an inventory and an analysis of available data.

Evaluate the *Enhancement of Official Languages* program and prepare appropriate response.

Multiculturalism Program

Canada's ability to leverage the benefits of diversity depends on its success at ensuring that all its citizens have opportunities to participate in Canada's economic, social, political and cultural life. Research indicates that some members of ethno-cultural/racial communities are more successful at taking an active part in many aspects of Canadian life than others. As Canada's population becomes increasingly diverse, the need to address barriers and challenges becomes ever more important.

In this context, the Multiculturalism Program will continue to focus on identifying the barriers faced by ethno-cultural/racial communities by supporting activities that include specific interventions and leadership at the federal level. Particular emphasis will be placed on youth in these communities by identifying, funding and promoting initiatives to address the challenges faced by the youth and, by extension, to help increase positive participation within the broader Canadian society. Emphasis will also be placed on the removal of barriers that limit the economic, social, political and cultural participation of these communities in Canada.

Planned results and performance indicators

By broadening the reach to ethno-cultural/racial communities through targeted interventions and effective partnerships, towards achieving fuller participation of these communities in all aspects of Canadian society, the Department will further help to create a cohesive society. Eliminating barriers to participation will help Canadians of all backgrounds contribute to Canada's economy, political landscape, and to build a welcoming respectful society. Performance will be measured by examining the results achieved through funded projects, activities and collaboration with other programs, departments and agencies.

Milestones and timeframe

Year 1: 2006–2007

Develop collaborative frameworks with other Canadian Heritage programs and other government departments and agencies to address specific economic, social and cultural challenges facing ethno-cultural/racial communities.

Develop and provide support to organizations working with ethno-cultural/racial communities across the country with practical initiatives to achieve the government's goals.

Years 2 and 3: 2007–2009

Implement and monitor the results of the collaborative frameworks.

Continue collaboration with ethno-cultural/racial communities to address barriers to their full participation in Canadian society.

Development of official-language minority communities

For the past 35 years, the Government of Canada has provided financial assistance to the provinces and territories to help them offer minority-language education programs. The Department encourages provincial and territorial governments and other federal agencies to provide communities with programs and services in areas deemed to be a priority for their development (health, social services and economic development). The Department has also provided direct assistance to official-language minority communities' organizations and institutions so that they can offer their members cultural and community activities in their language (radio, theatre, print media, community centres, etc). Through its Development of Official-Language Communities program, the Department continues working with its many partners, with a particular emphasis on pursuing the education objective, which is to increase the overall proportion of eligible students enrolled in minority-language schools in Canada.

More information on the Department's activities with regard to the development of official-language communities can be found online at:
([http:// www.pch.gc.ca/progs/lo-ol/progs/dclo_e.cfm](http://www.pch.gc.ca/progs/lo-ol/progs/dclo_e.cfm)).

Planned results and performance indicators

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

Milestones and timeframe

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

Year 1: 2006–2007

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

Reach new agreements with provinces and territories and community organizations for measures contributing to the development and vitality of official-language minority communities, including the provision of services in the minority language.

Continue to coordinate activities with various federal departments and agencies.

Increase access to information about intergovernmental and community agreements.

Conduct a survey on Canadians' attitudes and perceptions toward official languages, with a specific component for minority communities, and support the development of other performance measurement tools.

Years 2 and 3: 2007–2009

Begin preparations for the evaluation of the *Development of Official-Language Communities* program, such as the creation of an inventory and an analysis of available data.

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

Canada's Action Plan Against Racism

While Canadians support multiculturalism and the economic, social and cultural benefits associated with diversity, barriers persist that prevent full participation of some Canadians. This is particularly true for visible minority Canadians, many of whom face racism and discrimination. As ethno-cultural/racial communities continue to grow, this reality will affect an ever-growing number of people at an increased cost to Canada.

In their commitment to combat racism and nurture a more inclusive society, the Department of Canadian Heritage and key federal partners are working to implement initiatives announced in *A Canada for All: Canada's Action Plan Against Racism*. These initiatives aim to help Canadian families and communities by addressing gaps in federal programs and by eliminating systemic barriers. They focus on the settlement of new citizens, and the promotion of institutional change within public institutions to remove systemic barriers.

Over the planning cycle, Canadian Heritage will work with key partners to deliver the new initiatives for which the Department is responsible.

Planned result and performance indicators

The key result for the Action Plan is that by combating racism, Canadians, regardless of race, ethnicity, cultural or religious background, are able to participate in and contribute to Canadian society and achieve their full potential. To measure the *Action Plan's* impact, the Department will develop success indicators and consult Canadians to solicit their feedback. Progress will be reported in the "Annual Report on the Operations of the *Canadian Multiculturalism Act*."

More information on the *Action Plan* can be found online at:
(http://www.pch.gc.ca/multi/plan_action_plan/index_e.cfm).

Milestones and timeframe

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

Year 1: 2006–2007

Develop a strategy for consulting with Canadians.

Develop a performance reporting framework to track progress on the implementation of key *Action Plan* initiatives. Identify performance indicators and collect baseline information.

Proceed with implementation of new *Action Plan* initiatives.

Years 2 and 3: 2007–2009

Consult with Canadians to solicit their input on the impact of the *Action Plan* and report findings.

Release the interim report on hate crimes in Canada. Prepare for the evaluation phase.

Historical redress

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

Planned result

The key result for the initiative will be: symbolic *ex gratia* payments to those who were required to pay the Chinese Head Tax and to the spouses of Head Tax payers who have since passed away; the establishment of a fund for community projects aimed at acknowledging the impact of past wartime measures and immigration restrictions on ethno-cultural communities; and the development of a national historical recognition program to fund federal initiatives.

Milestones and timeframe

Year 1: 2006–2007

Addressing historical redress through:

- delivering on the commitment to the Chinese-Canadian community by apologizing and by making symbolic *ex gratia* payments to Chinese Head Tax payers, or if deceased, their surviving spouse;
- establishing a \$24 million community historical recognition program to provide grants and contributions funding for community projects linked to wartime measures and immigration restrictions; and
- developing a \$10 million national historical recognition program to fund federal initiatives, developed in partnership with other stakeholders.

PRIORITY Canada's Cultural Interests Abroad

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

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

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

International cultural trade

A key element of the Department's efforts to ensure the sustainability of cultural industries involves an active role in the conduct of Canadian trade policy, delivering a cultural trade development program (Trade Routes), and sharing Canada's cultural trade expertise with developing countries.

The Department seeks to maintain realistic and effective domestic cultural policies in trade and investment rules that are becoming increasingly complex given current global trends and developments. Through the delivery of Trade Routes, the Department fosters cultural trade by providing international business development and export preparedness services and assistance to small- and medium-sized enterprises (SMEs).

In recognition of our relation and bilateral economic relationship with the United States, our trading activities with all countries can be improved. Canada has a cultural trade deficit of \$1.7 billion in cultural goods in 2005, and of \$545 million in cultural services in 2003. (Sources: 2005, Statistic Canada cultural goods data tables 87-007-XIE; 2003, Statistic Canada cultural services data tables 87-213-XWE/XWF).

Planned results and performance indicators

The key goals of these efforts include effective representation of Canadian cultural policy in trade negotiations and successful implementation of the technical assistance pilot project aimed at enhancing global cultural trade exchanges for developing countries. The performance of the Trade Routes program will be assessed by measuring the level of international trade and sales (international market development) that are derived from the funding of activities and interest demonstrated by arts and cultural organizations, and the number of exports to emerging markets.

More information on the Department's activities to support this initiative can be found online at:

- Trade Routes website: (<http://www.pch.gc.ca/routes>);
- Trade and Investment Policy section on the Canadian Heritage website: (http://www.pch.gc.ca/progs/ac-ca/progs/rc-tr/progs/dpci-tipd/index_e.cfm); and
- Canada's general Trade and Economic Policy on the International Trade Canada website: (http://www.dfait-maeci.gc.ca/trade/trade_policy-en.asp).

Milestones and timeframe

As mentioned in the RPP 2005–2006, the Department will continue to negotiate cultural trade agreements and investments in favour of Canadian interests, and deliver its Trade Routes program to support cultural SMEs in seizing the opportunities created by those agreements, in addition to the following key activities to further develop cultural trade:

Year 1: 2006–2007

Develop a focused cultural trade strategy to assist SMEs to optimize the export of their goods and services. (Trade Routes)

Carry out cultural trade missions in emerging markets and in established markets.

Provide market development support through export-marketing workshops for cultural industries. (Trade Routes)

Impact multilateral trade negotiations, specifically, the World Trade Organization's Doha Development Round, which has been set for the end of 2006.

Foster bilateral trade negotiations through active involvement in all of the ongoing negotiations of free trade agreements in which Canada is implicated.

Provide expert cultural trade advice to MERCOSUR (Southern Cone Common Market - Argentina, Brazil, Paraguay and Uruguay) on its regional handicrafts market project.

Year 2: 2007–2008 and Ongoing

Implement a focused cultural trade strategy to assist SMEs in optimizing the export of their goods and services. (Trade Routes)

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

Since 1999, Canada has been actively involved in the creation and promotion of an international instrument on cultural diversity that reaffirms the right of countries to take measures in support of culture, while recognizing the dual social and economic nature of cultural goods and services. In fact, thanks to the Department's active participation in intergovernmental negotiations over 2004–2005, a Convention that met Canadian objectives was overwhelmingly adopted by UNESCO member states at its General Conference in October 2005 with 148 votes for, two against and four abstentions.

In November 2005, Canada became the first country to deposit its instrument of acceptance of the convention at UNESCO. On the international scene, the Department will work to encourage that the convention enters into force in a timely manner. Canada continues to demonstrate leadership by advocating in favour of ratification of the Convention, which is a tool to ensure the diversity of Canadian cultural expressions for future generations.

More information on the Department's activities to support this initiative can be found online at: (<http://portal.unesco.org/culture>); and (http://www.pch.gc.ca/newsroom/news_e.cfm?Action=Display&code=5N0328E).

Planned result and performance indicators

The Department is working to convince the largest number of UNESCO Member States to ratify the Convention. The performance of the key initiative will be assessed through such measures as the number of international advocacy activities supporting the ratification, and the number of countries that formally ratify or accept the UNESCO Convention.

Milestones and timeframe

Years 1, 2 and 3: 2006–2009

Continue to collaborate with Foreign Affairs and International Trade Canada to play a leading role in promoting the ratification of the *Convention*.

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

Continue consultations with provincial and territorial governments.

Carry out international advocacy activities to support the ratification of the Convention.

Canada's participation in international expositions

International expositions provide an opportunity for Canadians to showcase their country with the world. To ensure that Canada's cultural and regional diversity is fully reflected, the Department of Canadian Heritage plans and manages Canada's participation in expositions held abroad in close collaboration with other federal departments, provinces and territories, and key partners in the private sector. Canada will be considering its participation in the upcoming exposition planned for Shanghai in 2010 and the Toronto bid for 2015.

In support of the objectives set out in the Policy Framework on International Expositions (1995), during the next planning cycle, the Department will develop an approach for Canada's participation in future recognized and registered expositions by the Bureau international des expositions (BIE)—the body that controls the frequency and the quality of international expositions, of which Canada is a member.

Planning Canada's participation in future expositions will take into account instability in the public environment abroad and the possibility of unforeseen natural disasters/disease. Although the probability of these risks becoming reality is low in the expositions context, the Department will develop risk assessments and risk management plans in order to mitigate these potential risks.

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

Planned results and performance indicators

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

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

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

Milestones and timeframe

Year 1: 2006–2007

Accepted the invitation by the People's Republic of China to participate in the 2010 International Exposition in Shanghai, China, from May 1 to October 31, 2010, with the theme *Better City, Better Life* and communicate Canada's decision.

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

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

Decline Spain's invitation to participate in the 2008 International Exposition in Zaragoza and communicate Canada's decision.

Provide relevant information to the City of Toronto in its determination of whether or not to submit a bid to host an international exposition in 2015. Evaluate the official submission for a recommendation to Cabinet, as appropriate.

Year 2: 2007–2008

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

Year 3: 2008–2009

Continue planning Canada's participation at Expo 2010 Shanghai.

Identify key initiatives for delivery in future years.

Develop and Implement an International Strategic Framework

The purpose of the International Strategic Framework (ISF) is to move from an active but piecemeal approach to international activities at Canadian Heritage and portfolio agencies, to one that is based on clearly articulated international objectives, and that better responds to wider government priorities. As well, the ISF will put stronger emphasis on improved results and reporting, performance assessment, and accountability. The intent is to develop and implement thematic or geographic-based strategies in key action areas through portfolio-wide working groups. This mechanism will facilitate planning, information exchange, more synergy with other Canadian and international partners, and better reporting.

Planned results and performance indicators

The ISF sets up key action and result areas, which include addressing the cultural trade deficit by increasing exports; using new technology to ensure better visibility for Canadian content; strengthening relations with the United States; increasing focus on G8 and emerging global powers; and more coherence with overall Government international priorities. The strategies to achieve these will include focusing resources around these priorities, establishing a better awareness across the Department and portfolio agencies of these priorities, and partnerships with other Departments and provinces/territories. Performance indicators will include the number of projects and partnerships related to the priorities; the visibility of Canadian culture, sports and achievements abroad; and economic indicators such as trade figures and jobs related to cultural exports.

Once further developed, more information on the Department's international strategic framework will be available on the Departmental website.

Milestones and timeframe

The Department will undertake the following activities to advance this initiative:

Year 1: 2006-2007

Finalize the strategy and action plan.

Establish senior management working groups in key priority areas identified in relation to government priorities.

Communication: Enhance communication strategies with portfolio agencies, other federal departments and provinces/territories.

Years 2 and 3: 2007-2009

Report on action plan: level of international activities in line with ISF.

Review effectiveness of framework.

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

First Nations, Inuit and Métis languages

Today, over 60 languages are spoken by Canada's First Nations, Inuit, and Métis people, and among these languages, only three - Cree, Ojibway, and Inuktitut - are considered viable and relatively secure from extinction in the short term. The remaining languages are considered to be endangered, with most considered to be critically endangered. In many cases, these are languages where only the elderly speak fluently, where the number of speakers is very limited, and where the transmission of languages from older to younger generations has essentially stopped.

Canada's Aboriginal peoples have made numerous calls upon government to take action to address the state of their languages. Most recently, in July 2005, the Task Force on Aboriginal Languages and Cultures released its report entitled *Towards a New Beginning: A Foundational Report for a Strategy to Revitalize First Nations, Inuit and Métis Languages and Cultures*. The Task Force calls for a comprehensive, Government of Canada approach to First Nations, Inuit and Métis languages revitalization and makes recommendations for key areas of improvement.

In 2006–2007, the Department will work with its partners in the Aboriginal language community to identify opportunities for language preservation, revitalization and promotion.

More information on the Department's Aboriginal programming can be found online at: (http://www.pch.gc.ca/progs/pa-app/index_e.cfm).

Planned results and performance indicators

This activity will focus on the following key priorities: recording, documenting and archiving critically endangered languages; increasing language use of more viable languages; and promoting the importance and value of languages within First Nations, Inuit and Métis communities. Specifically, a first step in restoring critically endangered languages, where the few remaining speakers are elderly and intergenerational transmission has ceased, are efforts to record the language. Increasing opportunities and occasions where languages are used, including in community activities, spiritual and traditional ceremonies, and cultural events, are important to less endangered languages, and to reinforcing the value and place of languages in day-to-day settings as “living” languages. Ultimately, increasing the number of language speakers and increasing the rate of language transmission to the next generation is

important to maintaining more viable languages, and critical to the longer-term health of these languages.

The short-term planned results for this initiative are the development of tools that enable Aboriginal languages to be heard, read, and recognized in public places, and to multiply and make the languages accessible to all speakers, both on and off-reserve, in the places in which languages are used.

The number and availability of language projects, products, resources and materials to Aboriginal groups and communities will measure short-term progress made in community-based programming that support the revitalization of Aboriginal languages.

Milestones and timeframe

As the nature of preserving, revitalizing and promoting languages is a long-term process, this initiative is considered ongoing.

Year 1: 2006–2007

Consult Aboriginal organizations on the development of the Government of Canada's response to the report issued by the Task Force on Aboriginal Languages and Cultures.

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

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

- encourage more Canadians, especially children, youth and under-represented groups, to participate in sport. This will be achieved by working with provinces and territories, as well as sport organizations, to reduce barriers to participation and to support sport and physical activity programs. This will also be achieved through efforts with the Department of Finance to introduce a *Children's Fitness Tax Credit* for up to \$500 of eligible fees for fitness program for children under the age of 16;
- implement a strategy framework for the Government of Canada's support for the hosting of international sport events in Canada; and
- work to enhance sport excellence toward 2010 and beyond by capitalizing on the potential of sport through its support for targeted winter and summer Olympic and Paralympic sports, allowing the Government to position Canada as a leading sport nation.

Opportunities for sport participation

The Department of Canada Heritage recognizes the contribution of sport participation to achieving wider societal goals including public health and community development. Sport can create cross-cultural understanding, social awareness and social networks. Participation in sport is associated with lower levels of substance abuse among youth and physical activity is linked to better health.

The high performance element of sport, through its role model effect, is seen as a driver to increase Canadian sport participation. In a reciprocal fashion, attracting an increased number of participants to sport ensures a larger pool of prospective talented athletes capable of performing at the highest levels of international competition.

Using the framework provided by the *Canadian Sport Policy* and the objectives set out in the *Physical Activity and Sport Act* and the *Department of Canadian Heritage Act*, the Department will continue to develop initiatives to increase opportunities for sport participation among children, youth and under-represented groups, including Aboriginal peoples and persons with a disability. To do so, the Department will pursue strategic partnerships for sport participation development projects and will work with the Department of Finance to implement the *Children's Fitness Tax Credit* on January 1, 2007.

More information on the Department's activities in the area of sport participation can be found online at: (http://www.pch.gc.ca/progs/sc/prog/index_e.cfm).

Planned result and performance indicators

The key goal of these efforts is increased sport participation by Canadians, including Aboriginal peoples and persons with a disability.

The performance of this key initiative will be measured by the number of Canadians participating in an organized sport and the number of Sport Participation Development initiatives and bilateral agreements targeted to Canadians, including specific initiatives for Aboriginal persons and persons with a disability.

Milestones and timeframe

This initiative will build on the *Policy on Sport for Persons with a Disability* and the *Policy on Aboriginal Peoples' Participation in Sport*, outlined in the Department's 2005–2006 RPP.

Ongoing activities

Work to advance sport participation priorities, especially those for children, youth and under-represented groups.

Implement the *Policy on Sport for Persons with a Disability* and associated action plans.

Implement the *Policy on Aboriginal Peoples' Participation in Sport*.

Invest in bilateral agreements with provincial and territorial governments as a mechanism to deliver on the shared commitment to sport participation.

Year 1: 2006–2007

Support the Federal-Provincial/Territorial Benchmark/Monitoring activities in the collection of baseline data for factors related to sport participation.

Explore and, where possible, develop partnerships with other federal departments to support sport participation objectives to capitalize on sport as a social policy driver.

Collaborate with provinces and territories to develop an implementation strategy for the long-term athlete development model, including initiatives designed to advance physical literacy in collaboration with the health, education and recreation sectors.

Years 2 and 3: 2007-2009

Put into operation the implementation strategy for the long-term athlete development model, with initiatives designed to advance physical fitness literacy in collaboration with the health, education and recreation sectors.

Benefits of hosting

In order for Canada to have a concerted approach to bidding on sport events and to fully benefit from hosting such events, the Department will develop a Strategic Framework for Hosting International Sport Events in Canada and revise the framework for the Canada Games. A strategic approach to bidding and hosting events in Canada will provide opportunities to build capacity in the sport system, enhance the excellence of athletes and promote sport participation. By working with stakeholders and exercising strategic leadership, the Department will maximize the sport, social, cultural, community and economic benefits of sport event hosting.

More information on the Department's activities in the area of sport hosting can be found online at: (http://www.pch.gc.ca/progs/sc/prog/index_e.cfm).

Planned result and performance indicators

A planned and coordinated approach to bidding and hosting will result in enhanced excellence and sport development of Canadian athletes and the Canadian sport system, and will ensure that federally funded international events and the Canada Games reflect federal priorities. By contributing to the revision of the framework for the Canada Games, the Department will maximize the benefits from this important domestic event.

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

Milestones and timeframe

In collaboration with provincial and territorial governments and the sport community, the Department will continue to implement the Strategic Framework for Hosting International Sport Events in Canada, an initiative started in 2002-2003, with the following activities to advance this initiative.

Year 1: 2006–2007

Develop the organizational design and implementation plan for International Sport Event Coordination.

Work with provincial and territorial governments on a revised framework for Canada Games hosting rotation and financing.

Revise and seek approval of the Federal Policy for Hosting International Sport Events.

Year 2: 2007–2008

Facilitate the full operation of the International Sport Event Coordination Group.

Finalize the revised framework for the Canada Games and carry out its implementation.

Foster the full implementation of a new federal framework to maximize the benefits from the Government of Canada's involvement in international sport events and the Canada Games.

High performance sport programming and technically sound sport development

To build on the momentum of Canada's best-ever podium results at the recent 2006 Winter Games in Italy, and to act on recommendations for targeted investments in sport made by the interim Canadian Sport Review Panel, the Department of Canada Heritage will provide strategic support to enhance high performance programming, targeting athletes and coaches, national sport organizations and support for Performance Enhancement Teams through the national network of Canadian Sport Centres.

The Department will also develop a new Sport Excellence Strategy aimed at enhancing athletes' performances at Olympic and Paralympic Games through fair and ethical means — results that are essential in defining Canada as a leading sport nation. This strategy, which includes support for the Own the Podium initiative for winter Olympic and Paralympic sports and support for targeted summer Olympic and Paralympic sports, outlines activities to set targets for athlete performance and the sport system, to develop athlete development models, to target support for sports with the greatest performance potential, and to collaborate with other funding partners and stakeholders.

More information on the Department's activities to support high performance and sport development can be found online at: (http://www.pch.gc.ca/progs/sc/prog/index_e.cfm).

Planned result and performance indicators

The key goal of these efforts is to have systematic achievements of podium performances by Canadian athletes at future Olympic and Paralympic Games and World Championships. The performance of this key initiative will be measured by the number of medals won and the top 8 and top 16 results by Canadian athletes or teams at Olympic and Paralympic Games and World Championships.

Milestones and timeframe

This initiative began in 2004–2005 with the development of a Canadian Sport Excellence Strategy, as a part of the Department's ongoing commitment to high performance sport in Canada. The Department will continue to honour that commitment by carrying out the following activities over the three-year planning cycle:

Years 1, 2 and 3: 2006-2009

Work to complete the sport-specific Long-Term Athlete Development Models.

Continue to advance the implementation of the revised National Coaching Certification Program.

Establish, on a permanent basis, the Canadian Sport Review Panel.

Continue to work with sport partners in the implementation of the Canadian Sport Review Panel and its recommendations for targeted high performance funding.

Develop and seek approval for a suite of athlete performance and sport system targets, applicable to both national and provincial/territorial levels of sport. *(To complete by 2007)*

Capitalization of Canadian Sport Centres to outline a clear direction to enhance the level and efficiency of services for high performance athletes and coaches. *(To complete by 2007)*

Work to implement the UNESCO Convention Against Doping in Sport, in Canada.

Facilitate the achievement of a full complement of qualified coaches for targeted sports. *(To complete by 2008–2009)*

PRIORITY 2010 Games

In 2010, Canada will welcome the world to Vancouver and Whistler, British Columbia, for the Winter Olympic and Paralympic Games. In 2006, the Department will participate in the launch of the 2010 Cultural Olympiad – four years of activities, festivals, and programs that will celebrate Canada’s excellence and diversity, at home and around the globe.

With a broad spectrum of partners, the Department will work to ensure the success of the 2010 Games, as a credit to Canada abroad, and a lasting legacy of pride and opportunity for all Canadians.

2010 Games: Strategic opportunities initiative

The Government of Canada is a key partner in planning the 2010 Olympic and Paralympic Winter Games to be held in Vancouver and Whistler, B.C. The 2010 Games Federal Secretariat, situated within the Department of Canadian Heritage, works closely with the Vancouver Organizing Committee and other Games partners, to ensure that the 2010 Winter Games are a success in the eyes of Canadians, and a credit to Canada abroad.

Planned results and performance indicators

The goals of the 2010 Secretariat are that Canadian excellence and values will be promoted nationally and internationally; sport, economic, social and cultural legacies will be established for the benefit of all Canadians, in alignment with federal policy objectives; and that early planning and seamless, cost-effective delivery of mandated federal responsibilities, including essential federal services, will contribute to high quality Games.

The performance indicators for these results include effective interdepartmental and intergovernmental engagement processes and coordination on 2010 related issues: Canada’s national and international image is enhanced; and the number of agreements with partners that include commitment to sustainability, economic development, sport development and social/cultural development.

More information about the Department’s activities to support this initiative can be found online at: (http://www.pch.gc.ca/special/2010/index_e.cfm) and (<http://www.vancouver2010.com>).

Milestones and timeframe

Since the decision in July 2003 to award the 2010 Games to Vancouver/Whistler, the Department continues to be heavily involved in this initiative primarily to ensure a federal coordination of efforts.

Year 1: 2006–2007

Develop a horizontal communications strategy.

Improve support to the 2010 Federal Framework, partners and stakeholders by providing value added direction and strengthening relations to ensure the Multiparty Agreement commitments are fulfilled.

Monitor the progress of the venues construction and ensure due diligence is performed on all aspects of federal funding. (*Ongoing over all three years.*)

Year 2: 2007–2008

Promote Pan-Canadian engagement in the 2010 Winter Games.

Year 3: 2008–2009

Ensure that the communications strategy is successful in domestic and international media and press coverage.

Participate in/host international visits and events to increase awareness of the Games.

Ensure that the mandate/terms of reference for the 2010 Federal Framework continues to be relevant and make adjustments to ensure that the highest quality of assistance is provided to all partners.

SECTION III

Plans by Program Activity



Introduction

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

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

Departmental priorities and program activities at a glance

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

Strategic Outcome 1

Canadians Express and Share Their Diverse Cultural Experiences with Each Other and the World

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

The Department’s efforts toward achieving this strategic outcome are delivered through the first four program activities of the Canadian Heritage Program Activity Architecture. The table below outlines the planned resources allocated to each of these supporting program activities, which combined equal the strategic outcome.

Financial and human resources of Strategic Outcome 1

Program activity	2006–2007		2007–2008		2008–2009	
	\$M	FTEs	\$M	FTEs	\$M	FTEs
Creation of Canadian Content and Performance Excellence	307.7	302	208.1	302	207.9	303
Sustainability of Cultural Expression and Participation	281.6	615	180.6	620	160.8	621
Preservation of Canada’s Heritage	41.6	216	37.1	218	36.9	219
Access and Participation in Canada’s Cultural Life	199.9	522	202.2	532	201.7	539
Total	830.8	1,655	628.0	1,672	607.3	1,683

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

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

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

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

Program Activity 1 – Creation of Canadian Content and Performance Excellence

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

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

Key initiatives

Given the breadth of programs and policies carried out under this program activity, multiple key initiatives were designed for 2006–2007 to increase the creation of Canadian content and foster performance excellence. These include:

	<i>Corresponding PAA sub activities</i>
CRTC Report on the Impact of Technologies on Canadian Broadcasting	1.1 Arts and Cultural Industries
Canadian Television Fund new governance structure	1.1.1 Canadian Television Fund
High performance sport programming and technically sound sport development	1.2.1 Sport Support, 1.2.3 Athlete Assistance
Benefits of hosting	1.2.2 Sport Hosting

Program Activity 2 – Sustainability of Cultural Expression and Participation

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

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

Key initiatives

This program activity encompasses a suite of activities, including the numerous initiatives listed below:

	<i>Corresponding PAA sub activities</i>
Telecommunications Policy Review Panel response	2.1 Arts and Cultural Industries
Canadian Feature Film Policy	2.1.2 Film and Video Sector: Capacity-Building
Audio-visual institutional renewal: Telefilm Canada and National Film Board	
Centralization of Canadian content certification	
Virtual Museums of Canada's further enhancement	2.2.2 Canadian Heritage Information Network (CHIN)
2010 Games: Strategic opportunities initiative	2.3 2010 Winter Games
International cultural trade	2.4 International
International Strategic Framework	
Copyright reform	2.4.4 International Norm and Standard Setting
UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions	
International audio-visual co-production policy	2.4.5 Capacity-building and cooperation

Program Activity 3 – Preservation of Canada’s Heritage

Canadians want their stories and history to be safeguarded for future generations. The Department of Canadian Heritage plays a leading role in facilitating the preservation of and access to cultural works and practices, including film, music, Aboriginal languages, Aboriginal stories and national cultural artefacts and archives. The ultimate goal of this program activity is that Canada’s diverse heritage is preserved.

Key initiatives

The key initiatives designed to support the attainment of the RPP departmental priorities related to this program activity include:

	<i>Corresponding PAA sub activities</i>
Canada’s Museums <i>Cultural Property Export and Import Act</i> review	3.1 Heritage
Canadian Conservation Institute: Returning to full function	3.1.3 Canadian Conservation Institute (CCI)
First Nations, Inuit and Métis languages	3.2.1 Aboriginal Languages and Cultures

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

In addition to being part of the creative process, participation in Canada’s cultural life can take a considerable variety of forms: reading, attending exhibitions or performances, learning through the Internet, listening to radio, watching films or television, visiting heritage sites, etc. Canadian Heritage helps to create the conditions for a wide access to and participation in the various modes of cultural exchange. The Department focuses on exposing individuals and communities to the wide array of cultural experiences, bridging challenges such as distance, community size, language and ethno-cultural diversity. The primary vehicles for engaging Canadians in cultural participation are arts activities, mass media, and heritage site and events.

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

Key Initiatives

The key initiatives under the umbrella of this program activity include:

	<i>Corresponding PAA sub activities</i>
Canadian Periodical Policy	4.1.3 Publications Distribution Assistance
Canadian content Online	4.2.1 Canadian Cultural Heritage Online
Canada Travelling Exhibitions Indemnification Program	4.2.2 Exhibitions and Collections

Strategic Outcome 2

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

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 intercultural exchange, helping to reduce the tensions that could otherwise divide us and to respond to both the challenges and opportunities of an increasingly diverse society. When Canadians come together in acceptance of their differences, cultural expression becomes richer in quality and quantity, new audiences can be reached, institutions can be more responsive and sustainable, and opportunities for excellence in all cultural spheres are maximized.

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

Financial and human resources for Strategic Outcome 2

<i>Program activity</i>	<i>2006–2007</i>		<i>2007–2008</i>		<i>2008–2009</i>	
	\$M	FTEs	\$M	FTEs	\$M	FTEs
Promotion of Inter-Cultural Understanding	148.8	115	121.7	119	121.6	119
Community Development and Capacity-Building	250.7	167	252.2	170	252.1	171
Participation in Community and Civic Life	241.7	574	207.3	557	185.4	539
Total	641.2	856	581.2	846	559.1	829

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

The figure on the next page presents the inventory of this strategic outcome's three program activities and their respective lower level activities.

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

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

Program Activity 5 – Promotion of Inter-Cultural Understanding

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

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

Key initiatives

This program activity represents the Department's deliberate efforts in promoting understanding across cultural differences so that Canadians can seize the benefits of diversity. The key initiatives designed to support this program activity are:

	<i>Corresponding PAA sub activities</i>
Second-language learning agreements	5.1.2 Second-Language Learning
Multiculturalism Program	5.2 Multiculturalism

Program Activity 6 – Community Development and Capacity-Building

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

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

Key initiative

The initiative carried out under this program activity is:

	<i>Corresponding PAA sub activity</i>
Development of official-language minority communities	6.2 Official Languages

Program Activity 7 – Participation in Community and Civic Life

An inclusive society means that all Canadians feel that they have a stake in their communities and their country; they can participate and feel that their contribution matters. The Department of Canadian Heritage programs and activities contribute to this goal by helping to address some of the key impediments to community and civic participation. This is done through initiatives that educate Canadians about their country and their citizenship, both at home and abroad, while helping to educate the rest of the world about Canada. It is also achieved through the development of sport participation and volunteerism in communities. Youth programs generate opportunities and encourage participation. Targeted measures for ethno-cultural and ethno-racial communities assist these groups to more effectively participate into all aspects of Canadian life. Targeted measures for Aboriginal communities, including Aboriginal youth and women, support the participation of Aboriginal peoples and build upon Aboriginal cultures.

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

Key initiatives

This program activity comprises the following key initiatives:

	<i>Corresponding PAA sub activities</i>
<i>Canada’s Action Plan Against Racism</i>	
Historical redress	7.1 Multiculturalism
Opportunities for sport participation	7.4.1 Sport Support
400 th anniversary of Québec in 2008	7.6.1 Celebration, Commemoration and Learning
Canada’s participation in international expositions	7.7.1 International Expositions
2010 Games: Strategic opportunities initiative	7.8 2010 Winter Games

Corporate Services

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

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

Performance measurement

The *Management, Resources and Results Structure Policy* is the basis for departmental reporting to Parliament through the Estimates documents, Public Accounts, Reports on Plans and Priorities and Departmental Performance Reports. Departments should ensure that their information systems, performance measurement strategies, reporting, and governance structures are consistent with and support their organization's Management, Resources and Results Structure and reflect the manner in which resources are actually managed and allocated in the organization.

To ensure the best value of the programs, policies and services it delivers to benefit Canadians, the Department of Canadian Heritage must have a clear expectation of what its activities will achieve, then monitor their results and make adjustments as required. Finally, the Department evaluates the performance of its activities and learns from those experiences in order to improve the choices it makes next. These are the basic tenets of integrating performance measurement information into any organization.

During the next fiscal year the Department of Canadian Heritage will follow-up or introduce a number of activities for continuous improvement of departmental performance measurements. These activities include:

The launch, in March 2005, of a refined senior management committee structure to improve governance and decision making in the Department and better position itself to respond to the Government's management and policy agenda. Built into this refined structure is the newly created Operations and Management committee, which creates time and room in the senior management agenda to consider courses of action with regard to key operational and management strategies in a horizontal manner. The Operations and Management committee will be tasked with an analysis of key standard agenda items, such as the results of the Management Accountability Framework (MAF) evaluation, the Management, Results and Resources Structure (MRRS), the Program Activity Architecture (PAA), external planning

and reporting documents such as Report on Plans and Priorities (RPP) and Departmental Performance Report (DPR), as well as business planning and mid-year review.

The Integrated Planning and Reporting Model (IPRM) at Canadian Heritage guides the Department's planning and reporting cycle with a view to improve the linkages between those exercises. The year 2006–2007 marks the final year of the three-year implementation of the IPRM throughout the Department. The next step is one of continuous improvement by exploring ways to refine the existing model based on the lessons learned from previous years, and in light of the recent implementation of the Management, Resources and Results Structure across government.

An update of the PAA will allow the Department to pursue the review and refinement of its PAA primarily at the sub-activity and sub-sub-activity levels in order to strengthen the linkages between these activities and their contribution to the departmental strategic outcomes to reflect the government's policy agenda.

In addition to corporate initiatives to improve performance measurement, work is also being done at the individual sector-level, which will feed into the broader departmental performance measurement strategy. Further to the November 2005 Auditor General Report on Support to Cultural Industries, the Department's Cultural Affairs Sector created a Directors' Results Table to respond to the need to clarify both the Department's strategic objectives and the results it wants to achieve in the next few years in terms of the support it provides to cultural industries.

Specifically, the objective of the Cultural Affairs Sector Directors' Results Table is to review and clarify the Sector's existing strategic objectives and results statements with a view to specifying the expected impacts of the Sector's activities; review and update, where necessary, establishing performance indicators and targets; and, identify the timeframe for achievement. In 2006-2007, once the Results Table has made significant progress, the results, indicators and targets identified will be considered for use in the Department's MRRS.

Planned results and performance indicators

These activities will allow the Department to better integrate performance management information and improve results reporting.

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

- a program activity architecture that accurately reflects how the Department allocates and manages its resources to achieve measurable results;
- strategic documents, such as the Department's MRRS and business plans, which clearly demonstrate their logical linkages with the PAA; and
- departmental reports like the Report on Plans and Priorities (RPP) and the Departmental Performance Report (DPR) are based on measurable results that clearly demonstrate their logical linkages with the PAA.

*Milestones and timeframe**Year 1: 2006–2007*

Monitor the implementation of the refined senior management committee structure to ensure improved governance and decision making in the Department.

Continue to improve the Integrated Planning and Reporting Model.

Develop a self-assessment tool on management practices based on the indicators set out in the Management Accountability Framework.

Review and refine the performance measurement framework of the PAA.

Create better linkages between the external reporting documents and the Department's MRRS/PAA, by using the information provided in the structures as a basis for presenting planning and reporting information in the reports.

Carry out the Cultural Affairs Sector Directors Results Table.

Year 2: 2007–2008

Implement the MAF self-assessment tool to monitor the performance of the Department in carrying out its business according to the standards of the MAF and identify measures to adjust its management practices accordingly.

Risk-based decision-making

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

Accordingly, the Department of Canadian Heritage is committed to identify and respond to risks effectively and integrate risk management into key decision-making. The issue today is not *why* the Department should practise good risk management; the issue is *how*. Increasingly, senior executives and managers expect effective risk management to be part of *how* they are accountable. Increasingly they will be challenged to answer: *What did you know? When did you know? What did you do about it?* Implicit in those questions are others: *How did you know? What mechanisms did you use to escalate notification and respond to these risks?* As such, departmental stewardship, accountability and performance results, organizational values and ethics, and governance are reviewed where public funds are at risk.

In 2006–2007, the Department will take a more coherent and integrated view of integrated risk management related initiatives at all levels - governance, corporate, program and project. In doing so, the Department will be in a better position to take a more systematic and evidence-based approach to identifying, analyzing/assessing and reporting on its risks (at the corporate level) and develop management improvement strategies with respect to the overall management and administration of grants and contributions. This will be done primarily

through the annual Corporate Risk Profile. The development of an enterprise-wide approach to integrated risk management will permit greater information sharing and learning across program and corporate areas and will better equip senior management with the appropriate tools to enable better planning and informed decision-making.

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

Planned results and performance indicators

Within two years, a risk-smart culture will result in enhanced management rigour in Canadian Heritage.

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

- focal point for risk management established and resourced adequately;
- risk management practiced across all areas – corporate, programs and regions;
- annual corporate risk profiling;
- a risk-based approach to audit and evaluation planning;
- risk management integrated into business planning, priority-setting, resource allocation and reporting;
- risk management to support key decision-making; and
- governance established at all levels.

Milestones and timeframe

Year 1: 2006–2007

Establish a departmental focal point for risk management linked to key departmental functions and governance.

Develop the Corporate Risk Profile and a Risk-Based Audit and Evaluation Plan using an evidence-based approach.

Integrate risk management into business planning, priority setting and resource allocation.

Year 2: 2007–2008

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

Create a risk-smart workforce and environment.

Service improvement

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

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

To realize this vision and build on the service improvements accomplished to date, in 2005-2006 the Department commissioned the development of a multi-channel Service Improvement Roadmap (SIR). The purpose of the SIR is to examine current departmental systems and processes of service delivery to clients and map them in order to leverage best practices and to recommend possible improvements. Beginning in 2006-2007, the Department will launch a number of projects stemming from the SIR, including new approaches, tools, and mechanisms, with a particular emphasis on electronic accessibility systems to transform service delivery in response to client needs.

Planned results and performance indicators

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

Milestones and timeframe

In 2006-2007, the Department will validate the Service Improvement Roadmap as a multi-year plan, and start foundation projects, some of which will span two years or more.

Years 1 & 2: 2006-2007 to 2007-2008

Implement Service Improvement Roadmap foundation projects, including:

- establish the service improvement planning and monitoring framework;
- pilot service standards and finalize business process mapping;
- implement an online transaction system within a multi-channel delivery environment for the Canadian Audio-Visual Certification Office and three pilot programs;
- initiate an e-form project as a complement to the online transaction system project; and
- initiate a change management program through communication and training.

Use service standards created with the SIR to address requirements in the External User Fees Policy and *User Fees Act* and the administration of service standards.

Year 2: 2007–2008

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

Year 3: 2008–2009

Finalize the implementation of the Service Improvement Roadmap projects.

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

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

Human resources initiatives

In 2006-2007, the Department of Canadian Heritage will enter its fourth year of integrated business and human resources planning explicitly aligned with the Department's business pressures.

Human resources planning will continue to be driven by organizational dashboards that provide managers with key demographic and survey data to assist them to chart the best course for their organizations. An important element of the dashboards will be three indices drawn from employee survey data: a Learning Culture Index, a Business Health Culture Index and a Fairness Perception Index, which will provide snapshots of areas of strength and weakness to focus planning, organizational development and performance review.

Planned results

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

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

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

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

Milestones and timeframe

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

Year 1: 2006–2007

Canadian Heritage Resourcing Strategy and Action Plan.

Canada School of the Public Service Required Learning.

Public Service-wide Employee Survey Response.

Year 2: 2007–2008

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

Over the course of the planning period, the Human Resources and Workplace Management Branch will realign its organizational structure and functions to ensure that it is well positioned to effectively implement these strategies.

SECTION IV

Financial and Non-Financial Tables



Organizational Information

Accountability for the Strategic Outcomes

<i>Minister of Canadian Heritage and Status of Women</i>	The Honourable Beverley J. Oda
<i>President of the Queen's Privy Council for Canada, Minister of Intergovernmental Affairs, and Minister for Sport</i>	The Honourable Michael D. Chong
<i>Minister of International Trade and Minister for the Pacific Gateway and the Vancouver–Whistler Olympics</i>	The Honourable David Emerson
<i>Minister of International Cooperation and Minister for La Francophonie and Official Languages</i>	The Honourable Josée Verner
<i>Deputy Minister</i>	Judith A. LaRocque
<i>Associate Deputy Minister</i>	Susan Peterson
<i>Executive Committee</i>	Decision-making body chaired by the DM; the Associate DM, ADMs 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 Deputy Minister reports to the Minister of Canadian Heritage; the Associate Deputy Minister reports to the Deputy Minister, as does the Executive Committee.

Accountabilities for the Program Activity Architecture

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

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

Each ADM is accountable for the management of his/her organization and shares the accountability for the delivery of results associated with the seven departmental program activities as set out in the Program Activity Architecture. This model fosters collaboration among sectors.

Directors General, Regional Executive Directors, Directors and Managers are accountable for program sub-activities and sub-sub-activities and report to their respective ADM.

Financial Tables

Table 1 – Departmental Planned Spending and Full-Time Equivalents

	(\$ millions)	Forecast spending 2005-2006	Planned spending		
			2006-2007	2007-2008	2008-2009
<i>Program activity titles:</i>					
Creation of Canadian Content and Performance		253.5	297.9	198.1	197.9
Sustainability of Cultural Expression and Participation		133.5	285.2	177.9	158.1
Preservation of Canada's Heritage		36.3	37.8	38.2	38.0
Access and Participation in Canada's Cultural Life		188.3	201.5	203.3	202.8
Promotion of Inter-Cultural Understanding		113.6	118.9	121.7	121.6
Community Development and Capacity Building		258.8	240.8	242.2	242.1
Participation in Community and Civic Life		139.2	207.9	197.3	191.2
<i>Budgetary Main Estimates (gross)</i>		1,123.2	1,390.0	1,178.7	1,151.7
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>		0.01	0.01	0.01	0.01
<i>Non-Budgetary Main Estimates (gross)</i>		1,123.2	1,390.0	1,178.7	1,151.7
Less: Respendable Revenue		5.2	5.4	5.4	5.4
Total Main Estimates		1,118.0	1,384.6	1,173.3	1,146.3
<i>Adjustments (Planned spending not in Main Estimates):</i>					
Governor General Warrants		146.9			
TB Vote 5 (Government Contingencies)		26.6			
Vote Netted Revenue Increase - 2006-07 ARLU		-0.2			
Planned initiatives		-	87.4	35.9	20.1
<i>Total Adjustments</i>		173.3	87.4	35.9	20.1
Total Planned Spending		1,291.3	1,472.0	1,209.2	1,166.4
Less: Non-Respendable Revenue		62.0	62.0	62.0	62.0
Plus: Cost of Services without charge		27.3	29.5	29.9	30.0
Net Cost of Program		1,256.6	1,439.5	1,177.1	1,134.4
Full-time Equivalents		2,106	2,511	2,518	2,512

Table 2 – Resources by Program Activities for 2006–2007

Program Activity	(\$ millions)		Budgetary			Non-Budgetary	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending	
	Operating	Grants	Contributions & other transfer payments	Gross	Re-spendable revenues	Loans, investments, and advances				
Creation of Canadian Content and Performance Excellence	26.1	27.0	244.8	297.9		297.9	297.9	9.8	307.7	
Sustainability of Cultural Expression and Participation	58.1	23.1	204.0	285.2	3.3	281.9	281.9	-0.3	281.6	
Preservation of Canada's Heritage	21.0		16.8	37.8	1.1	36.7	36.7	4.9	41.6	
Access and Participation in Canada's Cultural Life	77.7	59.1	64.7	201.5	1.0	200.5	0.01	200.5	-0.6	199.9
Promotion of Inter-Cultural Understanding	13.1	5.6	100.2	118.9		118.9	118.9	29.9	148.8	
Community Development and Capacity Building	19.0	42.1	179.7	240.8		240.8	240.8	9.9	250.7	
Participation in Community and Civic Life	69.6	26.2	112.1	207.9		207.9	207.9	33.8	241.7	
Total - Department	284.6	183.1	922.3	1,390.0	5.4	1,384.6	0.01	1,384.6	87.4	1,472.0

Table 3 – Voted and Statutory Items listed in Main Estimates

<i>Vote or Statutory Item</i>	<i>(\$ millions)</i>	Current year 2006-2007	Previous year 2005-2006
1 Operating expenditures		249.5	227.8
5 Grants and contributions		1,104.6	862.6
(S) Salaries of the Lieutenant-Governors		1.1	1.0
(S) Payments under the <i>Lieutenant-Governors Superannuation Act</i>		0.6	0.6
(S) Supplementary retirement benefits—former Lieutenant-Governors		0.2	0.2
(S) Contributions to employee benefit plans		28.5	25.7
(S) Minister of Canadian Heritage—salary and motor car allowance		0.07	0.07
<i>Total Budgetary</i>		<i>1,384.6</i>	<i>1,118.0</i>
L15 Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>		0.01	0.01
Total - Department		1,384.6	1,118.0

Table 4 – Services Received Without Charge

	2006-2007
<i>Total Planned Spending:</i> <i>(\$ millions)</i>	1,472.0
Plus: Services received without charge	
Accommodation provided by Public Works and Government Services Canada	15.6
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBSD (excluding revolving funds)	12.0
Workers' compensation coverage provided by Social Development Canada	0.01
Salary and associated expenditures of legal services provided by Justice Canada	1.9
Less: Non-responsible Revenue	62.0
2006-2007 Net Cost of Program	1,439.5

Table 5 – Loans, Investments, and Advances (Non-budgetary)

	(\$ millions)	Forecast spending 2005-2006	Planned spending		
			2006-2007	2007-2008	2008-2009
[Program Activity 4 - Access and Participation in Canada's Cultural Life]					
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>		0.01	0.01	0.01	0.01
Total - Department		0.01	0.01	0.01	0.01

Table 6 – Sources of Respendable and Non-Respendable Revenues

	(\$ millions)	Forecast revenues 2005-2006	Planned revenues		
			2006-2007	2007-2008	2008-2009
Respendable Revenues:					
Sustainability of Cultural Expression and Participation		3.3	3.3	3.3	3.3
Preservation of Canada's Heritage		1.1	1.1	1.1	1.1
Access and Participation in Canada's Cultural Life		1.0	1.0	1.0	1.0
<i>Total - Respendable Revenues</i>		5.4	5.4	5.4	5.4
Non-Respendable Revenues:					
Federal-Provincial Lottery Agreement		62.0	62.0	62.0	62.0
Total Respendable and Non-Respendable Revenues		67.4	67.4	67.4	67.4

Table 7 – Resource Requirements by Sector for 2006–2007

(\$ millions)	Sectors				Corporate Services	Total
	Cultural Affairs	Citizenship & Heritage	International & Intergovernmental Affairs and Sport	Public Affairs & Communications		
<i>Program Activities :</i>						
Creation of Canadian Content and Performance Excellence	174.1	0.0	127.7	0.2	5.7	307.7
Sustainability of Cultural Expression and Participation	80.8	5.3	176.5	6.5	12.5	281.6
Preservation of Canada's Heritage	3.4	30.0	0.1	3.6	4.5	41.6
Access and Participation in Canada's Cultural Life	163.2	15.3	1.7	9.8	9.9	199.9
Promotion of Inter-Cultural Understanding	0.0	144.1	0.2	2.4	2.1	148.8
Community Development and Capacity Building	0.0	243.8	0.1	3.5	3.3	250.7
Participation in Community and Civic Life	0.2	158.4	18.0	61.4	3.7	241.7
Total Planned Spending	421.7	596.9	324.3	87.4	41.7	1,472.0

Introduction to the External User Fees table

The table on external fees for services provided by the Canadian Audio-Visual Certification Office is presented below for information, to demonstrate transparency, and to provide context for reporting on these in the subsequent Departmental Performance Report. Inclusion of this table does not signify intent to amend the fees or create new fees in 2006-2007.

Table 8 – External User Fees

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

For more detailed information on the CAVCO user fees, please see: (http://www.pch.gc.ca/progs/ac-ca/progs/bcpac-cavco/index_e.cfm).

Table 9 – List of Transfer Payment Programs

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

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

For details on the transfer payment programs listed above, see:
(<http://www.tbs-sct.gc.ca/est-pre/estime.asp>).

Table 10 – List of Conditional Grants (Foundations)

Over the next three years, the Department of Canadian Heritage will administer grants to the following two foundations: the Global Centre for Pluralism and the National Aboriginal Achievements Foundation.

For further information on the above-mentioned Foundations, please see:
(<http://www.tbs-sct.gc.ca/est-pre/estime.asp>).

Table 11 – List of Horizontal Initiatives

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

Further information on these horizontal initiatives are available at:
(<http://www.tbs-sct.gc.ca/est-pre/estime.asp>).

Table 12 – Sustainable Development Strategy

Canadian Heritage policies and programs contribute to improving sustainable development in Canadian society. They help protect our heritage and build present-day Canada, to establish more clearly the rightful place and increasing influence of Canada's culture for future generations. Nevertheless, the Department expects to further integrate sustainable development principles and values with its strategic and operational activities in its Sustainable Development Strategy for 2007-2009. Even though it will be submitted in December 2006 under the regulatory requirements, the strategy development process is already under way. A new coordinator has been appointed and given the mandate to clarify policy considerations and to improve the way in which the Department's sustainable development commitments can be integrated with its activities and responsibilities. Although still at the preliminary stage, research has been initiated to better define how the concept of sustainable development can be applied to the realm of culture, the role of culture in transforming a "place" into a "community" and the existence of inextricable links between the cultural, social, economic, political and environmental factors in building sustainable communities.

The 2006-2007 fiscal year will be a transitional one for Canadian Heritage in this respect. The third and final year of implementation of the 2004-2006 sustainable development strategy overlaps the year in which the 2007-2009 strategy will be developed. The Department will rely on the knowledge gained from the efforts made to date, and specifically, the lessons learned throughout the preparations for the 2010 Olympic and Paralympic Games in Vancouver, to consolidate the sustainable development strategy planning and its implementation.

Finally, in the coming year, the Department will implement the new policy on "green procurement," effective April 1, 2006; review the procedures on performing strategic environmental assessments; and develop a new procedure to ensure that it meets its obligations under the *1999 Cabinet Directive on the strategic environmental assessment of policies, plans and programs*.

Table 13 – Planned Audits and Evaluations

The Department's list of planned audits and evaluations is limited to carry-over audits and evaluations for 2006-2007. A new risk-based integrated audit and evaluation plan was developed in extensive consultation with all program sectors. This multi-year audit and evaluation plan is being finalized for approval.

	2006–2007	
	<i>Audit</i>	<i>Evaluation</i>
Art, Culture and Diversity Program		X
Atlantic Canada Cultural and Economic Partnership		X
Canada New Media Fund		X
Community Partnership Program / Canada Volunteerism Initiative		X
Expo 2005	X	X
Fathers of Confederation Buildings Trust Program		X
Management of Human Resources Information in the Human Resources and Workplace Management Branch	X	
Northern Aboriginal Broadcasting and Northern Distribution	X	
Youth Forums Canada-Katimavik		X

Further information on these programs is available at: (<http://www.pch.gc.ca>).

ANNEXES

**Supplementary
Information**

Annex A: List of Statutes administered in whole or in part by the Canadian Heritage Portfolio

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

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

Annex B: Departmental Points of Service Across Canada



Annex C: Contact Information

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