

**Canadian Heritage Portfolio  
Overview of Priorities**

**Strengthening and  
Celebrating Canada  
for the New Millennium**

**Planning Period:  
1997 -1998 to 1999 -2000**



Government  
of Canada

Gouvernement  
du Canada

**Canada**





## Message from the Minister of Canadian Heritage

It is my pleasure, together with the Honourable Hedy Fry, Secretary of State (Multiculturalism) (Status of Women) and the Honourable Andy Mitchell, Secretary of State (Parks), to present the Canadian Heritage Portfolio Overview of Priorities.

*Strengthening and Celebrating Canada for the New Millennium* represents the Canadian Heritage Portfolio's contribution toward the government's overall commitment of sustaining and strengthening a successful Canada for the 21<sup>st</sup> century. The Overview presents the issues and challenges facing the Department of Canadian Heritage as well as the portfolio agencies and crown corporations under my responsibility; it outlines the strategies and activities that will be undertaken to meet our objectives.

As Canadians prepare for the new millennium, our shared goal of strengthening and celebrating Canada becomes increasingly important. To achieve this goal, the Canadian Heritage Portfolio will undertake initiatives to enhance our pride in our country, contribute to our economic growth and prosperity, protect our heritage, ensure access to Canadian voices and Canadian spaces, and encourage participation in and contribution to Canadian society.

We are proud of our role as an important contributor to Canada's cohesion and prosperity, and we look forward to continuing this important work into the new millennium.

I invite you to visit the Department of Canadian Heritage's web site at <http://www.pch.gc.ca> where you will find, in both official languages, this document and other useful information including information on our accomplishments in 1996 and 1997 and our 1997 Performance Report.

Sheila Copps





## EXECUTIVE SUMMARY

The Canadian Heritage Portfolio, comprising the Department of Canadian Heritage, seven departmental agencies and ten Crown corporations, has developed a strategic approach, **Strengthening and Celebrating Canada for the New Millennium**, for the period 1997-98 to 1999-2000. The overview examines the environment in which the Portfolio operates and defines the objectives of the Portfolio. It also presents the strategies and activities its members will pursue during the planning period to meet the objectives in line with government priorities set out in the Speech from the Throne. Initiatives shown are but some of the actions each organization will take to achieve our overall goal:

### *Strengthening and Celebrating Canada.*

The objectives of the Portfolio are:

To enhance pride in Canada

- By giving Canadians opportunities to learn more about each other and our vast country, we will improve our understanding of Canada's rich, diverse heritage. By helping them strengthen a sense of pride about our communities and achievements, we will build a stronger feeling of Canadian community.

To contribute to Canada's economic growth and prosperity

- At a time when jobs and economic growth will depend increasingly on ideas, information and innovation, culture and identity will become ever more vital to Canada's economic growth. We will take action to ensure that the cultural and heritage sector participates and benefits fully from a changing global economy.

To protect Canada's heritage

- Through stewardship of Canada's natural, historical and cultural heritage, we will preserve the collective memory of the nation and enhance access, understanding, knowledge and appreciation of Canada.

To ensure access to Canadian voices and Canadian spaces

- We will support the production, distribution and promotion of Canadian content that reflects our linguistic duality and cultural diversity; and we will foster an ongoing national cultural dialogue within Canada.

To encourage participation in and contribution to Canadian society

- Active participation in the community can improve understanding of the history and institutions that have shaped our society and help develop a sense of common-purpose and commitment to our future. Continued efforts will be made to remind Canadians of the values and goals we share.

To make government more responsive

- To ensure we continue to be a vital contributor to Canada's prosperity and social well-being well into the next century, we will intensify focus on core activities. We will meet the challenge of reducing expenditures and increasing revenues while achieving our objectives through innovative modes of operation.



The Canadian Heritage Portfolio has a variety of instruments at its disposal to contribute to the definition and pursuit of a common national purpose. In exercising its leadership role and in collaboration with other departments, agencies, other levels of

government, communities and individuals, we will continue to foster within Canadians a sense of renewal, hope and a strengthened and shared commitment to our future in order to build a strong, cohesive and united country.



## PORTFOLIO OVERVIEW

The Canadian Heritage Portfolio was created in June 1993 to consolidate national policies

and programs that maintain Canada's cultural sovereignty and promote Canadian identity.

The Canadian Heritage Portfolio includes:

- ➔ the **Department of Canadian Heritage**, responsible for arts policy, broadcasting policy, Canadian identity, cultural industries, heritage, multiculturalism, national parks and national historic sites, official languages and sport; as well as the Canadian Conservation Institute, the Canadian Heritage Information Network, the Cultural Property Export Review Board and the Historic Sites and Monuments Board of Canada.
- ➔ **seven departmental agencies:** the Canada Information Office, the Canadian Radio-television and Telecommunications Commission (an independent regulatory agency), the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada and Status of Women Canada.
- ➔ **ten Crown corporations:** the Canada Council, the Canadian Broadcasting Corporation, the Canadian Film Development Corporation (Telefilm Canada), the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Gallery of Canada, the National Arts Centre, the National Capital Commission and the National Museum of Science and Technology.

As well, the Public Service Commission reports to Parliament through the Minister of Canadian Heritage.

All Canadians are affected, directly or indirectly, by the efforts of the Canadian Heritage Portfolio. The Department, agencies and Crown corporations contribute to the growth and development of Canadian cultural and sporting life, the promotion of a fairer, more equitable society, the nation's linguistic duality and multicultural character,

the vitality of official language minority communities, the management of government information as it relates to the protection of citizens' rights and the ensuring of public sector accountability and the preservation of Canada's national parks, national historic sites and heritage.



Canada offers the world an example of a modern society, bilingual and multicultural, a society in the image of the world of tomorrow. These elements contribute to our national identity and are a source of strength and enrichment for our country. The **Department of Canadian Heritage** together with the **Canadian Race Relations Foundation**, community organizations and other partners help to communicate social values, reinforce rights and freedoms, encourage intercultural and linguistic understanding, foster community development including that of our linguistic minority communities and establish a collective sense of pride in Canada's heritage and identity. The aim is to encourage Canadians from all walks of life and from all sectors of society to work and play together in schools, neighbourhoods and communities to improve our quality of life. Support to Canadian athletes also contributes to a healthy Canadian identity. Having our athletes wear the maple leaf and represent Canada so capably on the world stage provides Canadians with a strong source of national pride. The **Canada Information Office** helps as well to inform Canadians about what makes our country special.

**Status of Women Canada (SWC)** believes that for women to attain full equality, there must be equality in all spheres of society; social, economic, legal, cultural and political. Because these spheres are interrelated, SWC provides for the efficient and effective horizontal co-ordination that is vital to coherent policy development and decision-making, and is the best use of available resources. Its mandate is also strengthened by Canada's commitments under various UN conventions, declarations and action plans, as well as Commonwealth objectives and action plans for the advancement of women. To achieve its mandate, SWC analyzes the

differential impact of policies on women and men. As well, it develops collaborative relationships with other federal government departments and agencies, provincial and territorial governments, international fora, non-governmental organizations, industry, educations, justice and health institutions. Its regional offices are vital to maintaining these relationships and to linking grassroots policy priorities and concerns to the policy development process.

While governments cannot create culture nor define identity, they can promote the conditions and infrastructure that enable artists and other creators to express their creativity and vision. Concrete evidence of the federal government's commitment exists in the agencies that have been established to provide creators with the opportunity to develop their potential: the **Canada Council** and the **National Arts Centre**. Together with the **Canadian Broadcasting Corporation**, the **National Film Board of Canada** and **Telefilm Canada**, their investments contribute to the ongoing development and recognition of Canadian artists here and abroad in fields as various as music, literature, dance, theatre, visual arts and media arts. These cultural institutions give life to Canadian expression at home and abroad. They are also essential to our understanding of Canada and Canadians and in telling Canadian stories to one another.

The **Canadian Radio-television and Telecommunications Commission (CRTC)** ensures that affordable and reliable broadcasting services are available to all Canadians, providing for varied and comprehensive coverage with a significant percentage of Canadian content, a balance of information and entertainment reflecting local, regional and national sources, and a



range of services in English and in French. In a communications world of increasing convergence and diversity, the CRTC ensures fair access to a wide range of communications services through solid and competitive industries that can prosper on the world communications' market.

The federal government recognized early on the importance of protecting and showcasing Canada's artistic and historical treasures for the benefit of current and future generations by creating the **National Gallery of Canada**, the **National Museum of Science and Technology**, the **Canadian Museum of Civilization**, the **Canadian Museum of Nature**, the **National Archives of Canada** and the **National Library of Canada**. These are places and sources of inspiration not only facilitating the vitality of Canada's heritage but also contributing to Canadian creativity and innovation and promoting Canada's place in the global artistic village. The long-term focus is to maintain strong national resources for the study, understanding, appreciation and continued vitality of Canada's artistic, historical and cultural heritage using cultural and heritage institutions to facilitate access to our collective memory.

Canada's identity extends as well to the natural environment and to heritage places which played a significant part in the country's history. Canada has one of the

oldest parks system in the world and more and more countries are coming to us to learn from the experience. National historic sites remind Canadians and other visitors that Canada's past is rich and varied, encompassing places as diverse as Port au Choix in Newfoundland, a 4,000-year-old Aboriginal site, the Lachine Canal, in Montreal, an important site in Canada's industrial and transportation history, the Vimy Ridge and Beaumont-Hamel national historic sites commemorating the battles fought by Canadian and Newfoundland soldiers in France during World War I and the great historic battlefields at Quebec preserved and presented by the **National Battlefields Commission**. The **National Capital Commission** also plays a key role by using the Capital to communicate Canada to Canadians, making it a meeting place while safeguarding and preserving it for future generations.

The activities of the Canadian Heritage Portfolio represent a precious collection of Canadian experiences, discoveries, achievements, aspirations, diversity, potential and excellence, helping to position Canada as the best place in the world to live in. Our contribution is key to sustain and to strengthen the Canadian community for the 21<sup>st</sup> century.



## CONTEXT

As Canadians approach the new millennium, at issue is how the federal government can cultivate and reinforce a strong and broadly shared sense of Canadian identity and attachment to Canada that will enable the country to move forward on important national objectives. In this context, the Canadian Heritage Portfolio must respond to a number of challenges over the planning period.

### Shared Values and Common Goals in an Era of Multiple Identities

As Canada has grown and matured as a country, it has constantly struggled with the issues of unity and diversity, and how to foster and express a sense of ourselves. The seven million francophones throughout Canada are concerned about their language and culture, and their survival in a continental sea of English language. Anglophone Canadians express concerns about the impact of educational and entertainment products flooding the Canadian marketplace from the United States. Aboriginal peoples seek recognition and accommodation of their rights and aspirations which will have consequences on their sense of belonging and on the level of understanding and sharing they will enjoy with other members of society.

The demographic picture is also changing in Canada as the population ages and population growth relies more and more on immigration. The dominant sources of this immigration have shifted from Europe to Asia over the past 40 years, and as a result, Canada will continue to become more ethnically diverse. Canada's increased diversity brings with it a

variety of experiences and perspectives that can contribute to the creation of a more vibrant and inclusive society. However, that diversity also carries with it inevitable tensions. Hate crime and bias exist. Racism and other forms of discrimination impede individuals when they are competing for jobs, participating in community activities and accessing services. There is evidence of increasing disparities in wealth and greater marginalization for certain groups, such as the Aboriginal population, visible minority youth and those who lack the resources and skills to participate fully in the emerging information society. The aging population is expected to have considerable impact on the coordination, delivery and sustainability of public programs.

Research suggests that Canadians from all regions share certain values, including caring, security, freedom and openness, and that they view these as part of their Canadian identity. In a country whose citizens may have several layers of identification - nationality, regional affiliation, language, ethnicity, religion, Canada's success will hinge largely on the extent to which it can nurture a stronger sense of shared values, shared challenges and equal opportunity within Canada. Building social capital (as defined by trust, respect and civility) is increasingly a prerequisite to a successful and united society.

The Canadian Heritage Portfolio must promote the interaction, dialogue and participation of different groups to increase understanding among Canadians and build a more cohesive society while at the same time ensure a coordinated approach for enhancing the vitality of the English and French language minority communities across the



country. The Portfolio must continue to ensure better representation of the diversity of Canadian society in all its activities and recognize the contribution of the third sector to enhancing citizens' participation more broadly. It must promote the importance of linguistic duality and cultural diversity as integral parts of the Canadian experience, not only as a source of internal enrichment but also as an advantage for Canada's economic and social performance on the world scene. The Portfolio must also work to ensure that policies, legislation and regulations guiding the development and distribution of new technologies enable Canadians from all walks of life to participate fully in the advantages of the evolving information society.

### Telling the Canadian Story

As the information revolution expands the availability of choices, Canadians may come to have an even more limited knowledge, understanding and appreciation of our collective history and of the fundamental realities of Canadian society. At least 85% of Canadians (89% of Quebecers) feel that a better understanding between English and French Canadians would go a long way to keeping Quebec in Canada (Angus Reid 1996). Moreover, 82% of Canadians agreed (65% of Quebecers and 87% of Canadians in the rest of Canada) that teaching Canadians more about our heritage and history would help Canadian unity (Goldfarb April 1997). Surveys (Environics 1994 and 1996) also show that all segments of the Canadian population feel that the environment is part of our sense of nationhood. Canada's national parks system is recognized as a national symbol that Canadians take pride in at home and abroad.

A key challenge for the Canadian Heritage Portfolio is to find more effective means to utilize the resources and public programming potential of the national collections and the national parks and historic sites as a means of promoting greater knowledge and understanding of Canada's geography, history and heritage, particularly among young people. But, the utilization of those resources cannot be done at the expense of the enhancement and preservation of the national collections and of the ecological and commemorative integrity of the national parks and historic sites.

A more balanced, long-term view is needed if both the tangible and intangible aspects of our heritage are to be preserved. A secure environment for collections, particularly for those institutions acquiring new material each year, is an ongoing challenge. Specific measures are needed to protect and preserve the cultural heritage of Aboriginal peoples and other under-represented cultural communities. Digitization enables greater access to heritage materials by current and future generations while reducing wear and tear on original artifacts and records; however the cost of digitization is very high and impacts on funds available for core activities.

Canada's culture and heritage are not static. They are continually renewed through cultural expression representative of Canada's diverse voices and communities. Another key challenge therefore is to continue to provide Canadians with the means to express our own identity to ourselves and the world. We need to safeguard our capacity to tell our own stories. This involves efforts to nurture the excellence of artists and other creators and to ensure that Canadian cultural content is available in both official languages. Sport



also provides an opportunity to reflect Canada's diverse culture and heritage to both national and international audiences. As with artists and other creators, the challenge is to continue to provide the means to nurture the excellence of our athletes on the world stage and celebrate their achievements.

### Promotion and Dissemination of Cultural and Heritage Products and Services

Canada's strength is shifting from a traditionally-based economy to one that is knowledge-based in which the arts, culture, sport and recreation sectors play an increasingly important role. According to Statistics Canada preliminary estimates, the direct economic impact of cultural industries and activities amounted to \$21.9 billion, or 3% of the Canadian GDP and sustained 700,000 jobs or 5.2% of the total jobs in 1994. Furthermore, the Canadian Heritage Portfolio accounts for a significant portion of the \$41.8 billion spent by tourists in Canada in 1996 through ownership or direct support of nearly two-thirds of the major tourism attractions in Canada (such as parks and sites, museums and festivals). With growth projected at 45% between 1991 and 2005, the arts, culture, sport and recreation sectors will be the second-fastest growing sector of employment.

Meeting and maintaining that growth, and ensuring that Canada's youth will benefit from the jobs created in this sector, require increased digital literacy, creativity, entrepreneurship and innovation, and new forms of public participation. Sustaining this growth requires trade promotion efforts to secure adequate access for the producers of Canadian content to markets both within Canada and internationally. Access to new

markets can strengthen the position of artists, creators, performers and domestic cultural industries while ensuring that Canadian consumers have access to a wide range of high quality and affordable content and services.

In promoting cultural products, it is important to maintain an adequate balance between those for export and those for the purpose of interpreting Canada to Canadians. Canada has its own values, its own history, its own political and legal institutions. But for these to develop and be strengthened, Canadians must have the capacity to create, disseminate and access information about ourselves and our own experiences. For Canadian cultural institutions, ensuring space for Canadian cultural products in both conventional and new media will be one of the most pressing problems over the next several years. The Canadian Heritage Portfolio has a profound responsibility to ensure that Canadian content is present in new technologies as well as conventional broadcasting, publishing, film, the performing and visual arts and museum collections. Venues for Canadian material must be found so that Canadian audiences will have genuine choices.

Globalization and trade liberalization, coupled with the increasing power and scope of communications technologies, offer Canadians opportunities for international commerce and for the projection of Canadian values to the rest of the world. However, they also put pressure on Canada to harmonize its economic, social, environmental and cultural policies with those of its major trading partners. These factors affect the country's distinctiveness and the projection of "Canadian voices."



The United States, particularly the influential U.S. entertainment industry, and some parts of Europe perceive that Canada's cultural policies are not motivated by the cause of culture, identity and diversity but by the protection of a domestic industry in a manner inconsistent with international trade obligations. This perception has resulted in a number of trade challenges to Canadian distribution, exhibition, investment and licensing policies. As new types of enterprises using the latest technologies (direct broadcast satellite distributors, Internet service providers, wireless operators) begin to make their presence felt, there is increasing pressure for Canada to modify its rules governing foreign ownership and control and the regulation of services within the telecommunications and broadcasting sectors. To address these challenges, Canada needs to assume a leadership role globally in support of the Canadian cultural model and become a full participant in all negotiations that have implications for culture, arts, broadcasting and telecommunications, intellectual property and investment.

### Continuing Fiscal Restraint and Citizens' Changing Expectations of Government

In this context of great change and diversity, Canadians want the federal government to take into account the public interest and to plan for future generations. They want a focused federal involvement in important areas of social and economic life, greater citizen involvement in decision-making, jurisdictions working together, and results and accountability. The core of central government will be its capacity for forging consensus and articulating a national vision, for tackling the global issues and linking global

trends to Canadian interests, and for building and maintaining the social and economic architecture necessary for the information society. The Canadian Heritage Portfolio recognizes the clear need expressed by Canadians and is committed to building on this goodwill.

As a result of the Program Review exercise across the federal government, every institution in the Portfolio has made enormous efforts to absorb budget reductions by cutting administrative expenditures in order to protect its core activities. New cost-recovery and revenue generation measures as well as alternative delivery mechanisms have been adopted in many areas. While much has been accomplished and all reduction targets will be met, the Portfolio will continue to find innovative ways to improve governance, particularly through enhanced horizontal collaboration and shared leadership.

Over the planning period, the Portfolio institutions will increasingly work together on joint initiatives to achieve common goals and to increase the number and type of partnerships with the private sector. Innovative measures, such as reliance on revenue generation and public/private partnerships, are sometimes considered at variance with the pursuit of public policy objectives for which the national institutions have been created. An appropriate balance must be maintained, while recognizing that, by their very nature, many cultural and heritage activities may never be self-sufficient.

Many organizations in the Portfolio are responsible for fixed costs such as payments-in-lieu-of taxes, rent, maintenance and rehabilitation of federal buildings. Many



are also mandated to expand their collections and their land holdings. Over time, the infrastructure costs in the Portfolio will represent an increasingly larger portion of appropriations, leaving less funding for programs and services and impacting on the ability of institutions to further reduce resources or reallocate to other priorities. The postponement of required investments also inevitably leads to additional costs. Managing these costs is an important challenge for the Portfolio.

As public administrators of programs and services, the Canadian Heritage Portfolio has a responsibility to deliver quality services efficiently and effectively in English and in French. Canadians expect the national government to take into account their highest needs and aspirations when resolving common challenges. The Canadian Heritage Portfolio recognizes this critical element of

citizen engagement and the need to determine practical ways of meeting that responsibility. It will make a concerted effort to connect with citizens at the grassroots level, listen more attentively to their views, communicate more effectively and be a more visible part of their day to day lives. In addition, the Canadian Heritage Portfolio has a clear responsibility to enhance the vitality of English and French language minority communities.

Our ability to address the broad array of challenges facing the Portfolio will depend, to a considerable degree, on the continued strength of the people working in the different organizations, on their values, creativity, vision and wisdom. In the context and spirit of *La Relève*, the Canadian Heritage Portfolio will endeavour to create a work environment conducive to a productive, sustainable and flexible workforce.



## STRENGTHENING AND CELEBRATING CANADA FOR THE NEW MILLENNIUM

Canada has never needed a national cultural and heritage infrastructure as much as it does today. To face the challenges ahead, with the increasingly clear interconnections among Canadian identity, social cohesion and cultural sovereignty issues, we need to marshal resources and efforts to bridge linguistic, regional and cultural differences, promote understanding and appreciation of Canada's history and of the fundamental realities of Canadian society and ensure Canadian voices can be heard in the evolving information age. The Canadian Heritage Portfolio has developed a strategic approach which reinforces the government's overall program of sustaining and strengthening Canada for the 21st century in line with government priorities set out in the Speech from the Throne of September 1997.

Although numerous and diverse, the members of the Portfolio share an overall goal:

***Strengthening and Celebrating Canada.***

Together, the following objectives will be pursued in support of this goal:

- to enhance pride in Canada
- to contribute to Canada's economic growth and prosperity
- to protect Canada's heritage
- to ensure access to Canadian voices and Canadian spaces
- to encourage participation in and contribution to Canadian society
- to make government more responsive

The Canadian Heritage Portfolio has a variety of instruments at its disposal to contribute to the definition and pursuit of a common national purpose. The following strategies for the next three years indicate our commitment to Canadians in support of the above objectives. Initiatives shown are but some of the actions we will take to achieve our goal. In addition, the Department of Canadian Heritage and each departmental agency produce their own Report on Plans and Priorities. The Crown Corporations prepare Corporate Plans, the summaries of which are tabled in Parliament.



1. To Enhance Pride in Canada

Canada's multi-faceted culture and heritage, its unique institutions and its physical environment provide a very important source of pride, accomplishment and sense of place to Canadians in a rapidly changing world. By giving Canadians opportunities to learn more about each other and our vast country, we will improve our understanding of

Canada, its national symbols such as the Canadian flag and its rich, diverse heritage. By helping Canadians strengthen a sense of pride about our symbols, communities and individual and collective achievements through commemoration and celebration, we will build a stronger feeling of Canadian community.

<b>Connect Canadians with each other and our heritage</b>	<i>RESULT: Canadians learn about each other and our country</i>
-----------------------------------------------------------	-----------------------------------------------------------------

- ➔ Help increased numbers of Canadians, especially young Canadians, to experience Canada during exchanges and visits to areas of national significance such as national parks as a way to share knowledge, learn more about the country and encourage a greater dialogue among Canadians.
- ➔ Increase range of information available in electronic form and ensure access to Canada's cultural and heritage institutions through electronic sites on the Internet.
- ➔ Develop creative programming, exhibitions and other learning materials to support a nation-wide reflection on Canada's history and foster a greater understanding by Canadians of each other and our country.

<b>Undertake special programming to mark the beginning of the new millennium</b>	<i>RESULT: Celebration of Canadian values and achievements</i>
----------------------------------------------------------------------------------	----------------------------------------------------------------

- ➔ Secure funding to commission new works of art to celebrate the new millennium.
- ➔ Contribute to the planning of the Government of Canada's participation in national and international activities to mark the new millennium.



<p><b>Focus funding on sport, artistic and cultural endeavours that strengthen Canadians' sense of pride about our achievements and communities</b></p>	<p><i>RESULT: Excellence and celebration of achievement in sport, artistic and cultural endeavours</i></p>
---------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------

- ➔ Focus increased federal support to high performance athletes and coaches by establishing a world class training environment to enable Canada's international calibre athletes to excel at the highest level of international competition, including world championships, major games and at international sporting events held in Canada.
- ➔ Support the Canada Games and its theme of unity through sport, to enable young Canadians to compete with athletes from other provinces and territories, experience Canada's diversity and forge new friendships.
- ➔ Work with partners to showcase the best of Canada's art and culture at home and in international venues such as expositions, festivals and trade forums.

<p><b>Enhance the value of Canada's linguistic duality and cultural diversity</b></p>	<p><i>RESULT: Appreciation of linguistic duality and cultural diversity</i></p>
---------------------------------------------------------------------------------------	---------------------------------------------------------------------------------

- ➔ Renew the Official Languages Support Programs to sustain the presence of official language communities across Canada and to promote the importance of linguistic duality as an integral part of the Canadian experience.
- ➔ Expand the number of designated federal institutions governed by the accountability framework for the implementation of Section 41 of the *Official Languages Act*.
- ➔ Encourage cross-cultural dissemination of programming and artistic works through partnering with distribution networks to showcase Canadian films and television programming and increased emphasis on translation of Canadian books, touring of artists and travelling exhibitions.
- ➔ Encourage federal institutions and others to develop programs that demonstrate the contribution of various cultural communities to the social fabric of Canada.
- ➔ Work with the Department of Foreign Affairs and International Trade, the Canadian International Development Agency and non-government organizations to promote the advantages of linguistic duality and cultural diversity for Canada's economic and social performance on the world scene.



2. To Contribute to Canada's Economic Growth and Prosperity

At a time when jobs and economic growth will depend increasingly on ideas, information and innovation, culture and identity will become ever more vital to Canada's economic health. With the convergence of the broadcasting and telecommunications industries, we will take definitive action to strengthen cultural expression and to ensure an effective, visible Canadian presence in both conventional and new media. We will ensure that the cultural and

heritage sector participates and benefits fully from a changing global economy. Culture and its international dimensions are the third pillar of Canadian foreign policy and, as such, we will pursue strategic international alliances in support of the government's commitment to the promotion of culture. And we will help young Canadians develop useful skills to meet the challenges of the new century.

<b>Strengthen the ability of Canadian artists and cultural and language industries to enhance Canadian cultural expression</b>	<i>RESULT: Contribution of Canadian artists and cultural and language industries to Canada's economy</i>
--------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------

- ➔ Promote alliances between Canadian creators, artists and the business, high technology and educational sectors to ensure that Canadian creative talent can develop and take advantage of market opportunities.
- ➔ Work with Foreign Affairs and International Trade to promote Canadian cultural products internationally to increase revenues for the development of Canadian cultural enterprise.
- ➔ Develop and implement, in partnership with the Department of Foreign Affairs and International Trade, a comprehensive marketing strategy to increase Canada's share of the international marketplace in language education and language industries by promoting Canadian expertise which includes knowledge, methodologies, policies, products and services in the areas of minority and second language education, translation and immersion among others.



**Develop a tourism strategy to promote Canadian culture and heritage as well as sport and artistic events**

*RESULT: Canadians and others experience and enjoy Canada's sport, culture and heritage while contributing to jobs and growth in the tourism sector*

- ➔ Work with the Canadian Tourism Commission and other partners to develop and enhance tourism experiences focusing on natural and cultural heritage places and events and to provide the basis for concerted actions with the tourism industry which can contribute to the stability and growth of cultural enterprises.
- ➔ Maximize the sport, cultural, social and economic benefits of hosting high profile single and multi-sport events in Canada.

**Provide young Canadians with the opportunity to develop useful skills and experience**

*RESULT: 2200 jobs for young Canadians in each of the next two fiscal years to acquire work experience and learn more about our country*

- ➔ Promote Young Canada Works, a summer student employment initiative launched to help create jobs for young Canadians coast-to-coast, in the public, private and non-governmental sectors, through which young people can gain on-the-job experience while learning more about each other and about Canada's rich diversity; create internships in science and technology, in partnership with museums, archives, libraries, theatres, publishing, film and video companies; and develop international internship opportunities.



### 3. To Protect Canada's Heritage

National heritage places, collections and resources remind us of the importance of our past and help us to reflect on our present circumstances. And they remind us of our responsibilities for leaving a cultural and ecological legacy for the future. Through stewardship of Canada's natural, historical and cultural heritage, and our involvement in

a network of art and heritage collections and heritage places across the country and in national historic sites abroad, we will preserve the collective memory of the nation and enhance access, understanding, knowledge and appreciation of what makes Canada unique in the world.

**Work toward the completion of the National Parks System and expand the National Historic Sites System to address under-represented aspects of Canadian history**

*RESULT: Nationally significant natural and historic places are protected and presented for the benefit of Canadians*

- ➔ Negotiate new national park agreements with provinces/territories and Aboriginal peoples.
- ➔ Expand the National Historic Sites system to commemorate the history of currently under-represented Aboriginal, women's and cultural communities.
- ➔ Enhance the policy and legislative framework for the management of the systems of national parks, national historic sites, marine conservation areas and related areas of natural and cultural significance.



**Ensure a more cohesive approach to the care and management of Canada's heritage**

*RESULT: Innovation and co-operation in the preservation, promotion and management of nationally significant natural and cultural heritage*

- ➔ Pursue collaborative efforts to preserve the tangible and intangible aspects of Canada's heritage.
- ➔ Work with Aboriginal peoples to establish a program to preserve, protect and teach Aboriginal languages and help to ensure that these languages are kept alive for future generations.
- ➔ Support a national strategy to encourage the preservation and enhanced use of Canada's audio-visual legacy.
- ➔ Develop a strategy for managing the rising fixed costs of maintaining the physical infrastructure of the Portfolio and address outstanding accommodation issues to secure adequate housing/environment for collections.
- ➔ Promote use of tax incentives and measures that encourage donations of significant heritage objects to Canadian museums, galleries, archives and libraries.
- ➔ Explore the establishment of a national trust and the tools to encourage the preservation and stewardship of Canada's heritage places.
- ➔ Address the issues related to the digitization of Canada's heritage collections and archival material to ensure the preservation of heritage information in a new, more widely accessible format.



4. To Ensure Access to Canadian Voices and Canadian Spaces

The more Canadian content is available to Canadians, and the greater the access to our collective culture and heritage, the more opportunities Canadians will have to learn about each other and our country. We will support the production, distribution and

promotion, at home and abroad, of Canadian content that reflects our linguistic duality and cultural diversity; and we will foster an ongoing national cultural dialogue within Canada.

<b>Increase the creation, production and distribution of high quality Canadian content in both official languages to sustain a strong Canadian presence in conventional and new media</b>	<i>RESULT: Quality Canadian content and provision of Canadian choices and voices in broadcasting and in the emerging information society</i>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------

- ➔ Develop a Canadian content strategy to stimulate the production and availability of high quality Canadian content in broadcasting and on the information highway which reflects our regional and cultural diversity and linguistic duality, including renewal of the Canada Television and Cable Production Fund and support for publishing and multimedia industries.
- ➔ Increase public funding to the arts for the creation, production and dissemination of Canadian works of art by artists and arts organizations to provide greater domestic support for the creative process and its expression in various forms.
- ➔ Ensure availability of capital and support mechanisms to promote a strong and culturally significant private and public domestic broadcasting system.
- ➔ Initiate consultations on Phase III of copyright legislation to address the new communications environment.
- ➔ Develop appropriate mechanisms for encouraging the creation and promotion of Canadian content in both traditional and new media.
- ➔ Support the distinct role of public broadcasting.



**Ensure that Canada's cultural policy objectives are systematically articulated and advanced in trade and investment negotiations**

*RESULT: Support for the Canadian model of cultural intervention in relevant international forums*

- ➔ Cultivate opportunities to share the Canadian approach and Canadian cultural policy framework model and build alliances with key decision-makers at home and abroad as part of a comprehensive trade and investment strategy.

**Develop and implement a touring and travelling exhibit policy to encourage adequate access to and promotion of Canadian art, culture and heritage experiences here and abroad**

*RESULT: Visibility and presence of Canadian talent and expertise on the national and international scenes*

- ➔ Promote and make accessible Canadian art, culture and heritage experiences through enhanced presentation of exhibitions, live public performances, historical re-enactments and other interpretation efforts.
- ➔ Support international touring, exhibitions, and translation/promotion of the work of Canadian authors abroad in order to increase exposure of Canadian content internationally.

**Develop a strategic plan to encourage exploration and exploitation of new technologies**

*RESULT: Collaboration in the development and use of new technologies*

- ➔ Foster new strategic alliances to develop greater use of distribution and production technologies in the art, cultural and heritage sector.
- ➔ Provide electronic linkages among national collections, film, performing art, national parks and national historic sites and other cultural/heritage products and services to ensure Canadians in every province and territory have reasonable access to a comprehensive bank of information on Canadian resources.



5. To Encourage Participation in and Contribution to Canadian Society

To bridge barriers of language, region and culture, Canadians of diverse backgrounds and cultural traditions need to work together toward a common purpose. Active participation in the community can improve understanding of the history and institutions

that have shaped our society and help develop a sense of common purpose and commitment to our future. As a means of enhancing social cohesion, continued efforts will be made to remind Canadians of the values and goals we share.

<b>Develop a strategy to encourage community, civic and citizen participation</b>	<i>RESULT: Canadians involved in nation-building as a key strategy to enhance social cohesion and encourage full participation in Canada's future</i>
-----------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------

- ➔ Develop a national access strategy jointly with Industry Canada to ensure all Canadians can fully participate as both citizens and consumers in the benefits of the information society and knowledge-based economy.
- ➔ Implement new program directions for Multiculturalism to foster integration and harmonious intergroup relations in order to ensure Canadians have the opportunity and capacity to participate in shaping the future of their communities and their country.
- ➔ Enhance opportunities for Canadians to understand and advance human rights in the life of our country.
- ➔ Develop jointly with the voluntary and private sectors a self-sustaining national strategy to recognize and promote volunteering in Canada.
- ➔ Support national sport organizations and other key national partners that provide Canadians with the opportunity to participate in sport as athletes, coaches and volunteers and thereby contribute to healthy social development and nation-building.
- ➔ Encourage the building of collaborative partnerships between the Government of Canada and individuals, groups, institutions and organizations that will promote Canadian identity and enhance national unity.



**Enhance collaboration in support of official language minority communities**

*RESULT: Vitality of official language communities in developing their capacity to contribute fully to Canadian society*

- ➔ Cooperate with other federal institutions in implementing sections 41 and 42 of the *Official Languages Act* to enhance development activities in support of official language minority communities.
- ➔ Develop a coordinated Portfolio approach in the development of cultural activities with francophone minority cultural organizations, such as minority language theatres, and with the anglophone cultural community in Quebec.
- ➔ Implement the agreement signed with Treasury Board to coordinate the participation of departments in the development and implementation of specific projects in support of official language minority communities.
- ➔ Support access to communications media for official language minority communities, especially to community radio and the information highway.
- ➔ Favour greater autonomy for official language minority communities by renewing mechanisms which allow them to establish their own developmental priorities, make better use of available resources, and build partnerships with federal institutions, provincial and territorial governments, and other sectors of Canadian society.

**Facilitate the participation of off-reserve Aboriginal peoples in Canadian life**

*RESULT: Opportunities provided for Aboriginal peoples to participate fully in Canadian society*

- ➔ Establish a network of multipurpose Aboriginal youth centres, linked to Friendship Centres or other Aboriginal community organizations, to encourage youth to stay in school and complete their education.
- ➔ Facilitate the development of leadership skills within the Aboriginal community and support major initiatives to promote participation in sport among Aboriginal people.
- ➔ Support Aboriginal representative, women's and broadcasting organizations and Friendship centres as they work in partnership with government towards Aboriginal self-government, well-being and economic independence.



6. To Make Government More Responsive

In contributing to the government's priority of deficit reduction, all members of the Canadian Heritage Portfolio have established clear priorities and made hard choices about what programs and services to provide. To ensure we continue to be a vital contributor to Canada's prosperity and social well-being

well into the next century, we will intensify focus on core activities. We will meet the challenge of reducing expenditures and increasing revenues while achieving our objectives through innovative modes of operation.

<b>Implement the government's plans for a Canadian Parks Agency</b>	<i>RESULT: Improved Parks Canada program delivery</i>
---------------------------------------------------------------------	-------------------------------------------------------

- ➔ Introduce legislation to define the mandate, structure and reporting relationship of the new agency and establish the new Canadian Parks Agency.

<b>Pursue restructuring initiatives and innovative approaches to ensure quality services to Canadians</b>	<i>RESULT: Improved capacity to manage, establish and protect existing and new cultural and heritage resources</i>
-----------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------

- ➔ Develop and implement market support programs for the publishing industry.
- ➔ Implement revenue retention for broadcasting licensing fees in order for the CRTC to be recognized as a self-funded agency, with the approval of Treasury Board.
- ➔ Protect core activities by reducing administrative costs as the means of meeting budget pressures.
- ➔ Develop a more coordinated, client-responsive and results-focused approach to delivering programs and services across the Portfolio with a focus on long-term investment.



<b>Enhance revenue generation potential</b>	<i>RESULT: Alternative sources of funds and in-kind value secured</i>
---------------------------------------------	-----------------------------------------------------------------------

- ➔ Achieve appropriate economic return for commercial rights and privileges and increase cost recovery for those programs and services that confer a private benefit to individual Canadians.
- ➔ Increase fundraising efforts aimed at securing resources in support of existing and new activities and explore new revenue generation and partnership initiatives aimed at securing both revenue and in-kind resources.
- ➔ Develop and implement recommendations to enhance the sustainability and self-sufficiency of the Canadian sport system.

### Public Service Renewal

The Canadian Heritage Portfolio is committed to Public Service renewal. A key component of this effort is our contribution to La Relève. For the Public Service of Canada to meet the expectations of Canadians and public servants, it is essential

that a renewed focus be placed on retaining, motivating and attracting qualified people. We will endeavour to ensure quality services to Canadians while putting in place means to achieve improved human resources management.

<b>Implement and support the goals of La Relève</b>	<i>RESULT: Improved human resources management</i>
-----------------------------------------------------	----------------------------------------------------

- ➔ Implement new management practices in order to create a work environment conducive to promoting a productive, adaptable and sustainable workforce reflective of Canada's diverse population.
- ➔ Provide learning and development opportunities to support renewal.
- ➔ Ensure core competencies are maintained as large numbers of professional staff retire.



## CONCLUSION

The Canadian Heritage Portfolio contributes to a common national purpose. We strengthen a sense of what it means to be a part of the Canadian community. We help ensure the presence of Canadian culture in an era of globalization. We provide Canadians with opportunities to learn and understand more about our country and about each other, to involve them in nation-building and to celebrate and recognize Canadian achievements. We ensure protection of our natural and cultural heritage for the benefit of current and future generations.

It is up to all of us, individually and collectively, to nurture the diverse Canadian identity and culture that is so admired by the rest of the world. In exercising its leadership role, the Canadian Heritage Portfolio will continue to provide Canadians with a sense of renewal, hope and a strengthened and shared commitment to our future as a nation. In collaboration with other departments, agencies, other levels of government, communities and individuals, we will help to provide Canadians with the direction and reassurance needed to build a strong, cohesive and united country.


**ANNEX**

## Portfolio Resources

Portfolio Planned Spending (\$ millions)	Forecast Spending 1997-98	Planned Spending 1998-99	Planned Spending 1999-2000
Department of Canadian Heritage*	1,110.4	1,004.3	969.9
Canada Council*	114.0	116.0	116.0
Canada Information Office	19.1	20.0	20.0
Canadian Broadcasting Corporation*	867.3	844.0	822.4
Canadian Museum of Civilization*	46.3	44.5	44.6
Canadian Museum of Nature*	22.5	19.5	19.5
Canadian Race Relations Foundation **	-	-	-
Canadian Radio-television and Telecommunications Commission(* - ***)	3.8	4.6	4.6
National Archives of Canada	48.2	46.7	46.9
National Arts Centre*	20.4	19.5	19.4
National Battlefields Commission	7.6	6.2	6.2
National Capital Commission*	72.8	68.7	68.8
National Film Board of Canada*	61.5	55.9	56.1
National Gallery of Canada*	33.4	31.6	31.6
National Library of Canada	30.4	28.9	29.0
National Museum of Science and Technology*	20.6	18.6	18.6
Public Service Commission*	107.5	103.3	103.7
Status of Women	17.4	17.0	17.0
Telefilm Canada*	81.2	78.2	78.2
<b>Total Appropriations</b>	<b>2,684.4</b>	<b>2,527.5</b>	<b>2,472.5</b>
<b>Plus: Revenue</b>	<b>515.8</b>	<b>526.0</b>	<b>520.8</b>
<b>Total Resources</b>	<b>3,200.2</b>	<b>3,053.5</b>	<b>2,993.3</b>

\* These agencies will generate annual revenues.

\*\* The Canadian Race Relations Foundation does not receive annual appropriations. It is funded primarily from the revenue generated by a \$24 million endowment received from the Government in 1996.

\*\*\* Net cost of the CRTC. This amount does not include revenues generated from broadcast licensing or telecommunications fees. These revenues are, however, included in the total revenue amount provided for the Portfolio.

Note: Planned spending for each of the next three years for the Department of Canadian Heritage includes funding in the amount of \$33 million earmarked in the fiscal framework for the following governmental commitments: Urban Aboriginal Youth Centres, initiatives aimed at preserving and teaching aboriginal languages and a new cultural multimedia products and services support program. Planned Spending for the Canada Council also includes an additional amount of \$10 million over the next three years to reflect the government commitment for commissioning works of art to mark the beginning of the new millennium. The details and designs for each of these initiatives still require Cabinet approval.