Canadian Heritage

2005-06 Departmental Performance Report

For the period ending
March 31, 2006

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

Canada

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DEPARTMENTAL OVERVIEW

Minister of Canadian Heritage
and Status of Women

Ministre du Patrimoine canadien
et de la Condition féminine

Ottawa, Canada, K1A 0M5

The Department of Canadian Heritage has a mandate to offer Canadians access to a wide variety of cultural experiences in a society in which all citizens can participate in community life. The 2005–2006 *Canadian Heritage Departmental Performance Report* describes the Department's achievements in fulfilling its mandate in the areas of the arts, culture, sport, national celebrations, and citizen participation.

Over the last fiscal year, efforts were made to increase the ability of the broadcasting, film, video, new media, and sound recording sectors to adapt to new technologies. At the same time, the Department ensured that creators, broadcasters, and cultural and heritage organizations could offer Canadians quality works of art and cultural and artistic programming. As a result, the cultural sector contributes some $39 billion to the economy and provides jobs for more than 600 000 people.

I am working in cooperation with my colleagues, the Minister for the Vancouver–Whistler Olympics, the Minister for Sport, and the Minister for La Francophonie and Official Languages, to ensure that the policies and programs of the Department of Canadian Heritage respond to the needs of Canadians in the most efficient and cost-effective way possible. The Department will continue to help build 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 contribute to the health of Canadians and strengthen our communities. Through Sport Canada, the Department of Canadian Heritage has continued its efforts to increase opportunities for Canadians to participate and to excel in sport.

During the past fiscal year, the Policy on Aboriginal Peoples' Participation in Sport and the Policy on Sport for Persons with a Disability were developed to help eliminate obstacles to sport participation.

Furthermore, the Department of Canadian Heritage encouraged high-performance athletes in their quest for excellence, contributing to their success at the 2006 Olympic and Paralympic Winter Games in Turin and at the 2006 Commonwealth Games in Melbourne. The Department also encouraged the progress of up-and-coming athletes by supporting the 2005 Canada Summer Games in Regina.

As President of the Queen's Privy Council for Canada, Minister of Intergovernmental Affairs, and Minister for Sport, I am proud to work with my colleagues, our federal partners, the provinces and territories, as well as sports organizations and the private sector to promote sport in Canada.

Michael D. Chong

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

Hosting the 2010 Olympic and Paralympic Winter Games is a large-scale undertaking that requires long-term planning and coordination across government and with our partners. These preparations are well underway. The 2006 Olympic and Paralympic Winter Games, which took place in February and March in Turin, gave us an opportunity to learn from the experience of the hosts and the organizers of the Games. In addition, Canadian athletes had rewarding experiences on both a sporting and a personal level.

The Government of Canada is an important partner in this unrivalled sporting event. In August, it increased its support to the Olympic organizing committee by another $55 million, bringing its total investment to more than $550 million. Of this amount, $290 million will be dedicated to improving and constructing sports facilities, as well as to managing sites that will serve Canadian athletes before, during, and after the Games.

As Minister of International Trade and Minister for the Pacific Gateway and the Vancouver–Whistler Olympics, I offer you an overview of the work accomplished during the past fiscal year with a view to hosting the 2010 Olympic and Paralympic Winter Games.

David Emerson

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

During fiscal year 2005–2006, the Department of Canadian Heritage continued its efforts to promote French and English in Canadian society and to help minority-language Francophone and Anglophone communities flourish. The Department reached agreements with the provinces and territories regarding minority-language and second-language teaching.

In addition, the Official Languages Secretariat was integrated into the Department of Canadian Heritage at the end of the fiscal year. As a result, the Government of Canada is better able to coordinate the efforts of some 200 federal institutions so that linguistic duality becomes part of both the decision-making process and the development of policy and programs.

As Minister of International Cooperation and Minister for La Francophonie and Official Languages, I am pleased to present this report describing the highlights of the past fiscal year. I would like to thank all those who have worked to promote our official languages and the Canadian Francophonie.

Josée Verner

Management Representation Statement

I submit, for tabling in Parliament, the ***2005-06 Departmental Performance Report (DPR)*** for the **Department of Canadian Heritage.**

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the Preparation of Part III of the 2005-06 Estimates, Reports on Plans and Priorities and Departmental Performance Reports (June 2, 2006):*

- 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 Management Resources and Results Structure;
- it presents consistent, comprehensive, balanced and reliable information;
- it provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved numbers from the Estimates and the Public Accounts of Canada in the DPR.

_____ _____

Judith A. LaRocque **Date**
Deputy Minister
Department of Canadian Heritage

Mission and "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 Canada's cultural and civic life.
As of April 2005, the activities and responsibilities of the Department contribute to two measurable strategic outcomes:

- 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.

These strategic outcomes help give shape to policies, programs and services offered to Canadians.

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, has shared responsibilities related to Canadian Heritage with other ministers:

- 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 provides services from 22 points of service located at Headquarters and in the regions.

A comprehensive web site also helps connect with Canadians: www.canadianheritage.gc.ca.

In addition, five Cultural Trade Development Officers are located in strategic areas outside the country to stimulate international cultural trade.

Canadian Heritage Portfolio

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

The Canadian Heritage Portfolio is comprised of:

- the Department of Canadian Heritage, including the Canadian Conservation Institute and the Canadian Heritage Information Network;

- nine Crown corporations: the Canada Council for the Arts, the Canada Science and Technology Museum Corporation (including the Canada Agriculture Museum and the Canada Aviation Museum), the Canadian Broadcasting Corporation, Telefilm Canada, the Canadian Museum of Civilization Corporation (including the Canadian War Museum), the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre, and the National Gallery of Canada (including the Canadian Museum of Contemporary Photography);

- five agencies: the Canadian Radio-television and Telecommunications Commission (an independent regulatory agency), Library and Archives Canada, the National Battlefields Commission, the National Film Board of Canada and Status of Women Canada;

- in addition to our cultural mandate, the Portfolio includes the Public Service Commission and the Public Service Labour Relations Board, which report to Parliament through the Minister of Canadian Heritage. Moreover, further to the *Public Service Modernization Act*, the Public Service Staffing Tribunal was established on December 31, 2005 to mediate and adjudicate staffing disputes under the *Public Service Employment Act* (PSEA). This organization will prepare a 2006-2007 *Report on Plans and Priorities* and a *Departmental Performance Report* as part of its accountability to Parliament; and

- the remaining Portfolio organization is the Canadian Cultural Property Export Review Board which is a discrete board that operates as an administrative tribunal. The Department of Canadian Heritage provides the Secretariat to the Board.

The Department and each agency produce an individual Performance Report. The Crown corporations prepare annual reports. The Minister of Canadian Heritage is responsible for ensuring that the major orientations of the agencies and Crown corporations within the Portfolio support the Government's goals and priorities. The Minister is also responsible to Parliament for the resources allocated to all organizations in the Portfolio.

Roles of Regions

Canadian Heritage's five Regions: Atlantic, Quebec, Ontario, Prairies and Northern Region and Western Region and their 22 offices deliver more than just grants and contributions programs. The 394 employees (approximately 17% of the Department's staff) have varied responsibilities such as: program management and delivery; outreach and communications; strategic analysis and advice; and working with other public and private institutions with shared interests.

In 2005-06, regional offices delivered 9 Canadian Heritage programs and reported on results. They coordinated horizontal initiatives, developed and implemented strategies and cooperation to improve service delivery.

In 2005-06, grants and contributions represented almost 80% of total departmental spending. The total budget spent for grants and contributions was approximately $1,015M while the total departmental spending was $1,227M (see Financial Tables 2 and 3 in Section III). In 2005-06, 52% of files were processed in the Regions while 48% were processed at Headquarters. For some programs, the Regions play a significant role as indicated in the table below.

Areas	**Grant and Contributions Programs and Components of Programs Delivered Mostly in Regions**	**G & Cs % of Files Processed Regionally**
Official Languages	Development of Official Languages Communities; Enhancement of Official Languages.	75%
Heritage	Canadian Arts and Heritage Sustainability; Museums Assistance Program.	89%
Multiculturalism and Human Rights	Multiculturalism.	85%
Aboriginal Affairs	Aboriginal Women, Urban Multipurpose Aboriginal Youth Centres.	57%
Arts	Cultural Spaces; Arts Presentation; Capacity Building.	84%
Major Events and Celebrations	Celebrate Canada.	99.8%

Regions provided input into policy and program design and produced regional environmental scans. They identified, managed and provided briefings on local issues relevant to the Department and supported research having local and national impact.

Regions worked in cooperation with other federal departments, other levels of government and public institutions in delivering programs and managing priority files. They ensured that the Department understands policies and programs of other levels of government to assist in the delivery and development of Canadian Heritage programs and policies. They contributed to identifying emerging federal/provincial/territorial issues.

Regional Executive Directors represent the Department of Canadian Heritage on 13 Regional Federal Councils across the country. The Councils are composed of senior officials of federal departments and agencies in each province and territory. As well, regional managers and staff are involved in the work of Council Sub-Committees on a wide range of management and policy issues. Councils serve as a forum for information exchange, and are a valuable vehicle for regional management of horizontal policy issues, collaborative initiatives across departments, integrated and improved service delivery, two-way communication with the central agencies on regional perspectives, federal initiatives and cooperation with other jurisdictions.

The following table indicates the Regions' financial and human resources responsibilities:

2005-06 Department of Canadian Heritage Regional Offices
Financial and Human Resources

Regions	Operating and Management Resources (in dollars)	Number of FTE's*
Atlantic Region Regional office with 3 district offices	$3,600,866	68
Quebec Region Regional office with 1 district office	$3,853,503	86
Ontario Region Regional office with 4 district offices	$3,873,522	83
Prairies and Northern Region Regional office with 3 district offices	$3,599,607	73
Western Region Regional office with 5 district offices	$3,959,621	84
TOTAL for Regions	**$18,887,119**	**394**

** FTEs: Full-time equivalents*

Machinery of Government Changes

In February 2006, changes were made to the machinery of government that affected 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 of Human and Financial Resources

Departmental Spending, 2005-06		
Financial Resources (in millions of dollars)		
Planned Spending	**Total Authorities**	**Actual Spending**
1,410.3	1,291.9	1,279.1

Human Resources (in FTEs)		
Planned	**Actual**	**Difference**
2 120	2 206	86

Note: *Detailed information regarding these numbers appears in Financial Table 1, in Section III, Supplementary Information.*

Context

Operating Environment

Through a variety of programs, services and initiatives, the Department of Canadian Heritage supports cultural and societal objectives for the benefit of present and future generations of Canadians. While Canadian Heritage seeks to foster more understanding and creativity in our national landscape, its programs and services also yield immediate economic, cultural and social benefits for all. The Department of Canadian Heritage contributes today to the quality of life of Canadians and supports the competitiveness of our economy in a global market.

The Department has sought to align its mandate with the priorities of Canada's government, both immediate and emerging, and has embarked on reviews of ongoing activities and commitments with a focus on consistency as well as accountability and value for money. In doing so, the Department is also responding to the greater interest of Canadians in fiscal responsibility. This exercise is especially important for an organization such as Canadian Heritage, which has responsibility for a large portfolio. The Department's initiatives are funded primarily through grants and contributions to profit and not for profit organizations, and through third-party delivery organizations in communities across the country of varying size and capacity.

The Department's main activities largely consist of funding external organizations and/or individuals through grants, contributions and/or other transfer payments and as a result, must adhere to the approved terms and conditions of those grants or contributions.

For effective use of departmental resources and to achieve greater impact of its activities, the Department of Canadian Heritage pursues a collaborative approach to federal-provincial-territorial relations, and works with other levels of government, the private sector and with community partners to achieve its objectives. The Department also maintains strong relationships with other federal departments such as Industry Canada, Foreign Affairs and International Trade Canada, and Human Resources and Social Development Canada, to address shared objectives and priorities.

Departmental Context

Canadian society is affected by a number of key external environmental trends. The growth in international mobility of people and goods, rapidly increasing demographic diversity, and constant developments in information and communications technologies affect the ways Canadians express themselves and participate in their communities, in addition to altering the economic landscape. Canadian Heritage continues to analyse the impact of such trends in relation to its mandate, policies and programs and makes any changes that may be needed.

Over the next few decades, if current trends continue, the Canada of the future will be vastly different from the one of previous generations. The diversity of the Canadian population has increased dramatically as a result of a mobile and rapidly urbanized population. In the 2001 Census, 47% of Canadians reported an ethnic origin other than Canadian, British or French and 13% of the population were members of a visible minority group[1]. It is projected that visible minorities may account for one of every five people in Canada by 2017[2] (visible minorities are already in the majority in our largest cities). Nearly three-quarters (73%) of the immigrants to Canada in the 1990's lived in just three census metropolitan areas: Toronto, Vancouver and Montréal[3]. Canada's Aboriginal population is experiencing a very strong increase (now 3.8% of Canada's total population), growing at twice the rate of the Canadian population, with 49% of Aboriginal people living in urban areas – mostly prairies cities[4].

New Canadians bring an increasing linguistic, cultural and religious diversity to Canadian society, which, along with an ageing population, urbanization and rural depopulation, create new contexts of identity, cultural participation and civic engagement. This diversity offers tremendous potential in terms of economic competitiveness, cultural richness, and international agenda, as well as new challenges to cross–cultural understanding and cohesion.

Trends in new technologies are very important for the Department since they have a strong cultural impact. There appears to be an increasing generational divide as to how people are consuming culture in Canada[5]. Marketing experts have noted that the current shift in media habits away from more traditional media sources such as TV and radio is largely due to youth exposure to a multitude of new technologies on which to consume culture, especially Internet-based digital platforms[6]. This digital divide may continue to grow when we consider the aging population, as this age group's leisure time and money could create a boom for cultural tourism, heritage attractions and arts attendance.

As new technologies create and shape new markets for Canadians and bring economic benefits, they also raise new challenges to ensure that a variety of cultural expression remains accessible to Canadian audiences. New technologies have the potential to increase the number of and accessibility to a broad range of cultural products. However, the distribution of cultural products is evolving, which may influence the type of cultural products that are offered and ultimately impact on the cultural landscape. Technology has changed how culture is produced, distributed and consumed, and has also blurred the lines between these sequential activities that are more and more internationalized. The pace of change has accelerated and the Department and its

[1] Ravi Pendakur, Jaime Hedges and Emily King. *Canada: A Demographic Overview 2001*, Canadian Heritage, 2003.
[2] Alain Bélanger and Eric Caron-Malenfant. "Ethnocultural Diversity in Canada: Prospects for 2017", *Canadian Social Trends*, no 79, Statistics Canada. December 2005.
[3] Statistics Canada, 2001 Census. *Ethnocultural portrait of Canada*, April 23, 2003.
[4] Statistics Canada, 2001 Census. *Aboriginal Peoples of Canada: A Demographic Profile*, January 21, 2003.
[5] Ken Goldstein. *Television Past, Present, and (very different) future*, Communications Management Inc., Presentation made in January 2006.
[6] Max Valiquette. *Young Canadians Now*, June 15, 2005; and Jeremy Rifkin, *The Age of Access: How the Shift from Ownership to Access Is Transforming Capitalism*, New York: Tarcher, 2000.

partners need to adapt their support mechanisms. Furthermore, given the nature of the global economy, Canadian Heritage and its partners need to respect international standards and norms.

There is an increasing worldwide recognition of Canadian cultural content despite a decline in exports of cultural goods and services. Exports of Canadian cultural goods declined in 2004 and 2005 following seven straight years of growth, with exports of cultural goods in 2005 slipping to $2.4 billion, a slight drop of $25 million or 1% from the year previous[7]. Exports of cultural services in 2003 (the latest year available) were $2.2 billion, a decrease of 7% or $163 million from 2002[8]. Causes of the decreases in exports include the changes to currency exchange rates, the U.S. economy, the SARS scare, and a more competitive market for film locations.

Despite the decreases in cultural exports, Canadian cultural content is gaining international exposure and recognition. For example, Canadian films are getting more exposure and winning more awards at foreign festivals than ever before. The film C.R.A.Z.Y by Jean-Marc Vallée received 11 Genie and 15 Jutras awards in Canada and 8 prizes in international festivals. Fourteen Canadian films were screened at the recently held 2006 Berlinale, the Berlin Film Festival, including Snow Cake, Memory of Days, and Kamataki.

Results of Canadian Heritage Priorities

To ensure that Canadians express and share their diverse cultural experiences with each other and the world and that Canadians live in an inclusive society built on inter-cultural understanding and citizenship participation, the Department of Canadian Heritage undertook to adapt, in a globalized environment, some of its key policy levers.

Broadcasting and an Audiovisual Policy for the Future

Revisiting broadcasting and audio-visual policy in light of changing technologies and audiences has been a major priority during the past year. Subsequent to tabling the Government's second response to the report *Our Cultural Sovereignty: The Second Century of Canadian Broadcasting,* on April 4, 2005, the Department consulted extensively with industry stakeholders on key initiatives for early delivery. Further to the passage of governance-related amendments to the *Telefilm Canada Act* in March 2005, an additional year of funds for the Canadian Television Fund was approved in June 2005, and a plan for improving the governance structure of the Fund subsequently received Cabinet approval in November 2005. While no formal changes to the role or structure of the Canadian Radio-television and Telecommunications Commission (CRTC)

[7] Statistics Canada, "International Trade in Cultural Goods (2005)", *The Daily*, June 12, 2006.
[8] Statistics Canada, "International Trade in Culture Services (2003)", *The Daily*, March 28, 2006.

have been undertaken, the issue has formed a backdrop to the Department's work with Industry Canada to review decisions by the regulator in the past year on abusive content, ethnic radio, satellite radio, and most recently, Internet telephony.

In addition, the Department has monitored submissions and presentations by stakeholders during the past year to the Telecommunications Policy Review Panel, with a view to collaborating with Industry Canada on a Government response to the Panel's report, released in March 2006. The CRTC has been asked under Section 15 of the *Broadcasting Act*, to produce a factual report on the digital media environment facing Canada's broadcasting sector. All of this activity comes in the context of calls for a wider broadcasting policy review.

Facilitating the Transition to the Digital Economy

Assisting Canada's creators and cultural industries to position themselves well for the transition to a digital economy has been a key priority for Canadian Heritage. The Department's ongoing work with Industry Canada over several years on a Government-wide approach to modernizing copyright culminated in the introduction of legislation to address short-term copyright issues including ratification of the World Intellectual Property Organization (WIPO) treaties, liability of Internet service providers, educational use of the internet and photography. Bill C-60, *An Act to amend the Copyright Act*, was tabled on June 20, 2005, but died on the order paper when Parliament was dissolved at the end of the year. Canadian Heritage has entered into discussion with Industry Canada about introducing new legislation and both departments are revisiting issues. In the meantime, the Department continues to consult stakeholders and experts about these and longer-term copyright issues.

In June 2005, the Department created an in-house Task Force on New Technologies to work over 2 years to assess the impacts of digital technologies in particular on the cultural sector, and to develop a horizontal approach to the setting of new directions, policy-making, program design and research.

Creating Canada Together

Beyond adapting the country's strategic infrastructure to our new digital reality, the department of Canadian Heritage is also investing in the creation of Canadian content. In doing so, the Department is ensuring the growth and maturity of a milieu conducive to the creation of Canadian content in a wide variety of high-quality cultural products and experiences that are accessible to all Canadians. To this end, a series of arts and cultural programs are managed to foster a supportive environment for the arts sector and cultural industries. In 2005-06, these programs have been successful in strengthening arts and heritage organizations, supporting the integration of arts in communities as well as stimulating the development of arts policies in communities across Canada. These programs also provided training opportunities for artists of diverse backgrounds, helping small and medium sized cultural enterprises in sustaining and increasing their competitiveness in an increasingly changing technological context.

Revitalizing Canada's Heritage

Preserving and revitalizing Canada's heritage is a core aspect of the Department's mandate, and the past year saw a number of steps taken in areas of core federal responsibility, as well as in the realm of policy development. In 2005-06, the Department worked with Treasury Board Secretariat to resolve infrastructure pressures facing Canadian Heritage Portfolio organizations. Treasury Board funding was provided to address some of the more urgent cases: the restoration of the Victoria Memorial Museum Building of the Canadian Museum of Nature, operating expenses of the new storage hangar at the Canada Aviation Museum, and shelving for the Gatineau interim storage facility of the Library and Archives Canada.

A consultation paper on a museum policy was drafted and shared with interested parties. A roundtable was held in June 2005, to discuss potential changes. Provincial and territorial ministers responsible for culture and heritage endorsed the need to move forward on this issue at their meeting in September 2005. The Department contined to take steps to address the Auditor General recommendations of 2003.

UNESCO International Convention for the Protection and Promotion of the Diversity of Cultural Contents and Artistic Expressions

To balance the effect of globalization, the Department of Canadian Heritage acted on domestic and international fronts to ensure that Canadians express and share their diverse cultural experience with each other and the world–one of our strategic outcomes. On the international stage, Canadian Heritage's recent efforts to advance a draft UNESCO International Convention for the Protection and Promotion of the Diversity of Cultural Contents and Artistic Expressions produced important results in 2005-06. The Department worked with Foreign Affairs and International Trade Canada and Justice Canada in May 2005 to prepare a Canadian negotiating position on the Convention, ahead of the 3rd Negotiating Session of UNESCO's Intergovernmental Experts Meeting in June 2005. The Canadian position influenced final outcomes at this meeting, and Canada was called on to exercise leadership in resolving a number of litigious issues.

During UNESCO's Executive Board meeting in September 2005, Canada drafted an amended resolution to ensure that the Convention was presented to UNESCO's General Conference for adoption in October 2005. Canada's proposal was supported by 53 of 55 Member States. The Department consulted regularly with provincial and territorial officials from April 2005 through to the General Conference, and held a ministerial federal-provincial/territorial meeting in Banff in September. Roundtable discussions and other consultations with civil society were held on a regular basis to ensure a "whole of Canada" approach to convention negotiations.

Follow-up meetings with all partners have been held since the General Conference to develop a strategy for encouraging ratification of the Convention by as many Member States as possible. To this end, bilateral missions have taken place with key countries and advocacy efforts have been mounted at multilateral fora such as the Organization of American States and the International Network on Cultural Policy (INCP). Canada continues to chair the INCP's working group on cultural diversity and globalization, which was instrumental in preparing the

draft Convention. Significantly, Canada became the first country to ratify the Convention on 23 November 2005. Thirty UNESCO member states must do so in order for the Convention to enter into force.

2010 Games: Preparing for the Canadian Olympiad

The staging of the 2006 Olympic and Paralympic Winter Games in Turin this past February and March was a natural occasion to take stock of the Department's ongoing work to coordinate federal activities in preparation for the Vancouver-Whistler Games in four years' time. These activities have focused in the past year on development of the 2010 Canadian Opportunities Strategy, to leverage benefits associated with hosting the Games in all parts of the country.

The Turin Games also provided a key global platform for branding and marketing both Vancouver-Whistler and Canada, and created momentum on a number of fronts including economic development and citizen engagement. Discussions about federal participation in a Cultural Olympiad leading up to 2010 are ongoing. In the meantime, the 2010 Secretariat at Canadian Heritage has developed a management accountability and audit framework to govern disbursement of committed federal funds for the Games, and to ensure that the expected results will be achieved.

Sport Development

In 2005-06, in addition to the Turin games, the Department mounted successful games' missions such as the Commonwealth Games in Melbourne in 2006. At the same time, Sport Canada completed the process to revise the Federal Policy on Hosting International Sport Events and advanced work regarding the future funding of Canada Games. The Department of Canadian Heritage also significantly reinforced its role in the Canadian sport system and laid the foundation for future success of Canada's athletes, coaches and teams. The successful confirmation of new resources, the development and ongoing implementation of the Sport Funding and Accountability Framework, the establishment of the Canadian Sport Review Panel and the decision to target new investments in high performance sport have changed the approach to funding sport excellence in Canada therefore increasing the likelihood of achieving performance targets at the 2010 Vancouver Games and beyond. The partnerships established between the national funding partners to coordinate funding will permit Sport Canada to increasingly ensure maximum effective use is being made of all available resources.

The Department worked with stakeholders and experts in sport for persons with a disability and Provincial/Territorial governments, to bring the new Policy on Sport for Persons with a Disability to the final stages of development. This Policy is intended to facilitate the full and active participation of persons with a disability in sport, and contribute to their inclusion in broader society through these activities. The Policy will identify objectives for each of the four pillars of the Canadian Sport Policy, i.e. Enhanced Participation, Enhanced Excellence, Enhanced Capacity and Enhanced Interaction.

Aboriginal Languages and Cultures

The Task Force on Aboriginal Languages and Cultures presented its report to the Minister of Canadian Heritage in June 2005 and the Department is reviewing its approach concerning Aboriginal languages and cultures. The National Gatherings on Indigenous Knowledge hosted by the Department in May and June 2005 provided an opportunity to discuss current issues and future challenges. Treasury Board of Canada approved a consolidation of Canadian Heritage's Aboriginal Peoples Program in October 2005.

Enhancement of Canada's Linguistic Duality and Minority Language Services

Regarding the enhancement of Canada's linguistic duality and minority language services, many activities were accomplished and most of them have a structuring and multiplying effect for years to come. At the federal level, the Departmental Action Plan to implement section 41 of the *Official Languages Act* has been prepared. New guidelines for the actions plans of 33 federal government departments have also been prepared in the interest of improved planning and reporting on federal programs to serve Canadians citizens who are members of minority-language communities.

The Council of Ministers of Education, Canada, has renewed the multilateral memorandum of understanding on minority-language education and second language instruction for the period 2005-06 to 2008-09. Regarding the promotion of the benefits of learning French as a second language, 22 projects were supported as part as of the Promotion of Linguistic Duality-Appreciation and Rapprochement program.

Multi-year federal/provincial/territorial collaboration agreements have been achieved for service in the minority language, in support of increasing the ability of the provinces to provide services to the minority communities in priority sectors like health, family, economics etc. New collaboration agreements have been prepared with the minority Anglophone and Francophone communities, developing principles of collaboration with the Department and the common results desired for the benefit of linguistic minorities.

The 2001 census data shows some progress: the percentage of Canadians aged 15 to 19 declaring themselves bilingual has risen from 16.4% in 1971 to 24% in 2001. In 2006, 74% of Canadians in minority-language communities expressed satisfaction with the services received in the minority language in their region, compared with 71.3% in 2002. Also, recent studies show that the percentage of Canadians in majority communities who agreed that having two official languages is an important part of what it means to be a Canadian increased from 55.6% in 2002 to 59.2% in 2006. Up to 63.3% of these Canadians see our linguistic duality as a source of cultural enrichment.[9] Interestingly, the number of hits registered by the on-line handbook *Making your Organization Bilingual* more than tripled between 2004 and 2005.

[9] Statistics Canada, Survey conducted by Decima Research for Canadian Heritage Department, *Attitudes and Perceptions of the Canadian Population Towards Canada's Official Languages*, 2006.

Canada's Action Plan Against Racism

Canada's multiculturalism policy has been a subject of debate in the public arena during the past year. While the Department continues to evaluate the policy's goals in light of contemporary citizenship issues, it notes that the policy has contributed to Canada's domestic success at fostering a cohesive society and its international reputation for diversity.

In the past year, the Multiculturalism Program at Canadian Heritage began implementing *A Canada for All: Canada's Action Plan Against Racism.* Several projects have been developed including an inclusive institutions initiative and nationally standardized data collection on hate-motivated crime. An evaluation framework has been approved for the newly funded initiatives contained in the plan. Canadian Heritage is developing a single reporting mechanism for these initiatives in collaboration with partner departments including the Department of Justice and Citizenship and Immigration Canada.

Links to Government of Canada Outcomes

Canadian Heritage Strategic Outcomes:

- 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.

Government of Canada outcomes to which Canadian Heritage was contributing in 2005:

- an innovative and knowledge-based economy;
- an inclusive society that promotes linguistic duality and diversity;
- a vibrant Canadian culture and heritage; and
- a prosperous global economy that benefits Canadians and the world.

The summary of our priority achievements has highlighted many aspects of our contributions to the Government of Canada outcomes. The following chapter on performance analysis will further illustrate how Canadian Heritage programs and activities helped support the Government of Canada achieve its overall goals.

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2

ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME

Introduction

This section presents results in relation to the Department's strategic outcomes and key commitments. All commitments made in the *Report on Plans and Priorities* of the Department of Canadian Heritage for the fiscal year 2005-06, are reported in the summary table. The Department determined what constitutes a key program or service according to the guide of Treasury Board of Canada Secretariat[10]. The key initiatives presented here were selected using the following criteria: i) size - a program or service that consumes a large portion of finances or attention; ii) profile - the population may be interested in a particular program or service; iii) internal importance and materiality of results; iv) recency - a new program or service has been introduced; or v) termination - a program or service has been discontinued.

Performance Measurement Methodology

Canadian Heritage began to implement its approved Program Activity Architecture (PAA) in 2004-05. In 2005-06, at the request of the Treasury Board Secretariat, the Department updated slightly its PAA and implemented the Management, Resources and Results Structure (MRRS) policy of the Government. The goal of this integration of performance information is to ensure reliable and systematic decision-making throughout the organization.

Programs develop Results-Based Management and Accountability Frameworks (RMAFs) and Risk-Based Audit Frameworks (RBAFs), each based on "Logic Models" with a set of immediate outputs, intermediate outcomes, longer term outcomes and performance indicators. Subsequently, data is gathered and analysed and results guide program management.

In 2005-06, the Department used a variety of management tools to assess the achievement of planned results. This included: program evaluations and audits; studies, polls, surveys and progress reports; collection of data and analysis; program and policy analysis, and development of information management systems. This is a work in progress. Work has begun to develop performance indicators that would help to further improve programs and policies.

[10] Treasury Board of Canada Secretariat, *Guide for the Preparation of Part III of the 2005-06 Estimates, Reports on Plans and Priorities and Departmental Performance Reports,* June 2, 2006.

Program Activity Architecture

The Program Activity Architecture (PAA) of the Department of Canadian heritage, in force since April 2005, and updated in June 2005, has two Strategic Outcomes and seven Program Activities.

Revised Architecture, June 15 2005

PCH Program Activity Architecture

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

Revised Architecture, June 15 2005

PCH Program Activity Architecture

STRATEGIC OUTCOME	PROGRAM ACTIVITIES	PROGRAM SUB-ACTIVITIES	PROGRAM SUB-SUB-ACTIVITIES
CANADIANS LIVE IN AN INCLUSIVE SOCIETY BUILT ON INTER-CULTURAL UNDERSTANDING AND CITIZEN PARTICIPATION	5- PROMOTION OF INTER-CULTURAL UNDERSTANDING	5.1- Official Languages	5.1.1 Promotion of Linguistic Duality; 5.1.2 Second-Language Learning
		5.2- Multiculturalism	
	6- COMMUNITY DEVELOPMENT AND CAPACITY-BUILDING	6.1- Aboriginal Partners	6.1.1 Aboriginal Organizations
		6.2- Official Languages	6.2.1- Community Life; 6.2.2 Minority-Language Education
	7- PARTICIPATION IN COMMUNITY AND CIVIC LIFE	7.1- Multiculturalism	
		7.2- Aboriginal Communities	7.2.1 Aboriginal Youth; 7.2.2 Aboriginal Women; 7.2.3 Aboriginal Friendship Centres
		7.3- Citizen Participation	7.3.1 Community Partnership; 7.3.2 Human Rights and Court Challenges; 7.3.3 Information and Research on Canada
		7.4- Sport	7.4.1 Sport Support; 7.4. 2 Sport Hosting
		7.5- Youth	7.5.1 Exchanges Canada; 7.5.2 Katimavik; 7.5.3 Young Canada Works; 7.5.4 Canadian Studies
		7.6- Celebration	7.6.1 Celebration, Commemoration and Learning; 7.6.2 Ceremonial and Protocol
		7.7- International	7.7.1 International Expositions
		7.8- 2010 Winter Games	

Revised Architecture, June 15 2005

PCH Program Activity Architecture

STRATEGIC OUTCOMES	PROGRAM ACTIVITY	PROGRAM SUB-ACTIVITIES
Need to define allocation formula to strategic outcomes	**CORPORATE SERVICES**	Legal Services
		Informatics Services
		Financial and Administrative Services
		Human Resources and Workplace Management Services
		Communications
		Audit and Evaluation Services
		Corporate and Regional Management

Strategic Outcome 1

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

The Department of Canadian Heritage ensures 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.

Strategic Outcome 1 is achieved through 4 program activities:

- **Program Activity 1** – Creation of Canadian Content and Performance Excellence
- **Program Activity 2** – Sustainability of Cultural Expression and Participation
- **Program Activity 3** – Preservation of Canada's Heritage
- **Program Activity 4** – Access and Participation in Canada's Cultural Life

Financial and Human Resources for Strategic Outcome 1 - 2005-06		
Program Activities	**Actual Spending (in millions of dollars)**	**Actual FTEs**
1. Creation of Canadian Content and Performance Excellence	330.5	309
2. Sustainability of Cultural Expression and Participation	169.3	550
3. Preservation of Canada's Heritage	52.3	252
4. Access and Participation in Canada's Cultural Life	156.8	304
Total	708.9	1 415

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

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 structures 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.

An Audiovisual Policy for the 21st Century: Broadcasting Looking to the Future

The Government's response to the Parliamentary Standing Committee on Canadian Heritage report *Our Cultural Sovereignty: the Second Century of Canadian Broadcasting*, tabled on April 4, 2005, sets out a number of specific actions that the Government intends to undertake, and presents the expected results from these initiatives. The goal of this new approach was to enhance the ability of the broadcasting sector to adapt to new technologies, to improve the governance of the Canadian public broadcasting system and to provide access for Canadians to high-quality, distinctively Canadian television programming.

The broadcasting industry is at a turning point during a time of great flux, challenges and change. Globalization and socio-demographic, economic, and unprecedented technological changes are shaping the broadcasting landscape in Canada. Convergence is leading to an industry that is more integrated, with companies providing both broadcasting and telecommunications services presenting a challenge to the existing broadcasting regulatory model.

Results

Overall results have been met. The Response, entitled *Reinforcing Our Cultural Sovereignty – Setting Priorities for the Canadian Broadcasting System*, was an action plan for the future of Canadian broadcasting with a focus on Canadians. The Response focused on three key areas: Canadian content, strengthening governance and accountability and looking towards the future of the broadcasting system. The targets were to: i) improve the governance and administration of the Canadian Television Fund (CTF); ii) provide $60 million additional funding to the CBC to assist in program development; and iii) begin to centralize Canadian content certification at the Canadian Audio-Visual Certification Office.

The Canadian Television Fund (CTF) is a public-private partnership (third-party delivery) governed by the Canadian Television Fund Corporation (CTFC). Its role is to assist the creation and broadcast in peak viewing hours of high-quality, culturally significant Canadian television programs in both official languages by both majority and minority official languages production sectors. Since 1996, the CTF Program has contributed to 20 895 hours of Canadian television productions. The total value of these productions for this time period was $6.54 billion, over three times the money contributed to the program (around $1.95 billion).

Since 2000-01, the CTF has been working with partners (CRTC, Statistics Canada, Telefilm Canada, and Canadian Heritage) to improve audience measurement for Canadian television programs. New performance indicators would be based not on the quantity of programming produced, but rather on programs success in reaching audiences. The key objective of the CTF is to grow audiences for English-language programming, with a particular focus on dramas. In the French-language market, maintaining the volume and market share of domestic programming is key, as is ensuring appropriate French-language production throughout Canada. New performance information will be able to provide the industry with more data that had not previously been collected. For example, the CTF will continue to monitor the level of high-definition productions it supports on a yearly basis. It will also identify targets in its support to high-definition productions from 2007-08 to 2010-11.

In November 2005, the Report of the Auditor General of Canada was tabled in the House of Commons. The CTF was included in this audit in Chapter 5, Support to Cultural Industries. This audit concluded that the CTF has put in place appropriate control framework mechanisms. Its main recommendations concerning the CTF included that the Department should: 1) simplify the management structure of the CTF Program; 2) clarify the objectives of the CTF Program and that the CTFC Board rigorously apply its conflict of interest, confidentiality and independent committee guidelines and procedures. The Department and agencies involved in this audit agreed with the recommendations and took action to improve the situation.

Web Sites

http://www.pch.gc.ca/progs/ac-ca/progs/fct-ctf/index_e.cfm
http://www.canadiantelevisionfund.ca
http://www.pch.gc.ca/pc-ch/pubs/ri-bi_e.cfm
http://www.oag-bvg.gc.ca/domino/reports.nsf/html/20051105ce.html/$file/20051105ce.pdf
http://www.pch.gc.ca/progs/ac-ca/progs/bcpac-cavco/index_e.cfm

An Audiovisual Policy for the 21st Century: Film, Video and Sound Recording: New Challenges, New Opportunities

The planned results were to modernize Canada's audio-visual policy instruments in order to increase Canadian content, to enhance the ability of the film sector to adapt to new technologies and new realities and to improve access for Canadians to diverse cultural expression. The project included the completion of a co-production policy review, a summative evaluation of Canadian Feature Film Policy and an evaluation of the Canadian Film or Video Production Tax Credit Program.

Results

This initiative was partially met as some of the objectives were modified. The co-production policy review has been postponed until next year. It was planned that the Canadian Feature Film Policy (CFFP), announced in 2000, would be assessed by 2006. In 2005, the Department commissioned an independent evaluation of the CFFP entitled *Summative Evaluation of the Canadian Feature Film Policy* and a public opinion poll on Canadian attitudes and behaviours regarding Canadian film.

The Government's investment in the CFFP is $100 million per year. The evaluation of the CFFP used data from the Motion Picture Theatres Association of Canada (MPTAC) and Telefilm Canada and other sources. It concluded that the Policy is still relevant and that success has been achieved, but certain key improvements are required. The objectives and targets of the Policy were met, in large measure. The CFFP attained its performance targets to capture 5% of the domestic box office in five years and reach a $5 million average production budget level. The average marketing budget reached a high of $385,000, but was short of the $500,000 target originally set.

As a complement to the evaluation, the Department commissioned a public opinion poll, entitled *Canadian Film and Music Public Opinion Study,* to determine Canadians' attitudes and behaviours towards Canadian films. One key finding was that the majority of Canadians now watch movies mostly at home on conventional, specialty or pay-per-view television, or by renting or purchasing a DVD copy. Downloading of films off the Internet is still marginal, but growing. More than 80% of respondents agree that it is important that Canadian films be available in movie theatres and on television in Canada.

The evaluation of the Canadian Film or Video Production Tax Credit Program has been postponed to 2006-07.

Web Sites

http://www.pch.gc.ca/pc-ch/sujets-subjects/arts-culture/film-video/script-policy_e.cfm
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_09/index_e.cfm
http://www.pch.gc.ca/pc-ch/sujets-subjects/arts-culture/film-video/pubs/07-2005/index_e.cfm

Facilitating the Transition to the Digital Economy: Copyright Reform and Cultural Content on the Internet

The Government continues to facilitate the cultural sector's transition to the digital economy to the benefit of Canadian communities. A strong Canadian cultural presence on the Internet remains important given the continual increase in Internet use in Canada and around the world. Rapid changes in technologies mean that support mechanisms must remain relevant.

Through the Canada New Media Fund (CNMF), which is administered by Telefilm Canada, funding was provided to new media companies for the development, production and marketing/distribution of new interactive digital cultural products, as well as for various initiatives to assist in the development of the new media sector. $14 million was spent under this program in 2005-06. Planned results were: i) advanced Canadian e-content is produced for digital networks; ii) quality Canadian interactive digital cultural content is created/produced and made commercially available on the Internet or other platforms; and iii) copyright legislation remains relevant in the context of rapid change.

Results

Overall, planned results were met. The Canadian New Media Fund (CNMF) funded 91 projects to create and distribute on-line and offline interactive new media. As some projects are done within a two-year period, not all projects were finished in 2005-06.

A summative evaluation of the CNMF is currently underway. Its purpose is to assess the relevance, success, impact and cost effectiveness of this program as well as identify any alternatives, and provide a basis to make changes to support the production of commercial digital interactive cultural content that will be flexible enough to accommodate the continual and accelerating changes in technology and the audiovisual industry. The summative evaluation of the CNMF is expected to be completed in the fall of 2006.

In order to address some of the difficulties associated with performance measurement in the digital space, a pilot study is currently underway for the development of performance measurement tools and metrics that serve to better assess actual traffic to Web sites developed by recipients of the CNMF.

Ongoing copyright reform is necessary to address the various challenges such as: i) international pressures (e.g. World Intellectual Property Organization treaties); ii) technological changes (e.g. new distribution systems for cultural products); iii) marketplace challenges (e.g. the development of new business models); and iv) recent court decisions such as Society of Composers, Authors and Music Publishers of Canada (SOCAN) v. Canadian Association of Internet Providers (CAIP) and Canadian Private Copying Collective v. Canadian Storage Media Alliance et al.

With the changing technological environment, copyright reform continued to be a priority for the Department of Canadian Heritage in 2005. Bill C-60 was tabled on June 20, 2005, however it died on the *Order Paper* with the calling of the federal election in November 2005.

Web Sites

http://www.telefilm.gc.ca/03/311.asp?fond_id=3

Society of Composers, Authors and Music Publishers of Canada (SOCAN) v. Canadian Association of Internet Providers (CAIP)
http://www.pch.gc.ca/progs/ac-ca/progs/pda-cpb/neuf-new/recent_e.cfm

Canadian Private Copying Collective v. Canadian Storage Media Alliance et al.
http://www.pch.gc.ca/progs/ac-ca/progs/pda-cpb/neuf-new/private_e.cfm

Sport Development: Strengthening Sport Leadership

The goal of Sport Development in regards to Strengthening Sport Leadership is to expand the corps of qualified Canadian coaches and leaders, and to expedite the implementation of the Competency Based Education and Training (CBET) Program for coaches in both official languages. The Department is working with partners within the sport system including provinces and territories to: i) advance coaching and leader training by developing higher standards of coaching competencies; ii) improve working conditions for paid coaches by implementing a new governance structure that facilitates the delivery of coach education in Canada; and iii) provide support for volunteers.

The planned result was to implement a new Coaching Governance Structure. The short-term commitment for 2005-06 was that Federal-Provincial/Territorial Sport Ministers sign the new coaching governance mandate agreement and that a new organization for the delivery of coaching education is implemented. Coaching certification would be based on the Competency Based Education and Training model. In addition, the project sought to improve working conditions for qualified coaches.

Results

Sport Canada's support to the Coaching Association of Canada (CAC), developer of the National Coaching Certification Program (NCCP), is approximately $4 million. The organization Coaches of Canada is receiving approximately $400,000 and $9.3 million is invested in coaching salaries.

The new coaching governance mandate agreement was signed by Federal-Provincial/Territorial Sport Ministers in 2005.

The three performance indicators used were: i) the number of certified coaches; ii) the number of national sport organizations (NSOs) that have completed Competency Based Education and Training (CBET) or are developing CBET; and iii) the percentage of National Sport Organization (NSO) employed coaches that have the highest levels of coaching certification. Some data was collected but the analysis has only begun. This is the first year that Sport Canada collected this kind of data. A full logic model, with performance indicators, has been revised as part of program renewal, which was confirmed on June 1, 2006. A more comprehensive performance measurement strategy will be developed.

The National Coaching Certification Program transition to a competency-based approach will completed over a number of years.

Web Sites

http://www.canadianheritage.gc.ca/progs/sc/prog/index_e.cfm
http://www.coach.ca

Providing Strategic Support for High-Performance Sport Programming and Promoting Technically Sound Sport Development

Canada's new government is committed to creating a sport environment that supports athlete development and success. The Department initiated the Sport Canada Sport Excellence Strategy to provide targeted support for high performance sport programming, through the work of the interim Canadian Sport Review Panel, and developed a generic long-term athlete development model. In March 2005, an investment of $55 million over five years was announced for the *Own the Podium - 2010* initiative. This initiative sets the vision and provides the strategy to enable Canada to be the number one nation in terms of medals won at the 2010 Olympic Winter Games, and to be among the top three nations at the 2010 Paralympic Winter Games. The initiative targets additional resources and high performance programming to Canadian athletes, coaches and support personnel in order to maximize the number of potential medalists achieving podium success in 2010. When fully implemented, this collaborative effort will provide Canada's winter National Sport Federations and their sport partners with a comprehensive plan for accessing the required financial and infrastructure support to perform at their highest potential.

Results

The interim Canadian Sport Review Panel provided recommendations to the Department and other national funding partners regarding the targeting of contribution funds to sports with the greatest potential for podium success. The Department provided $2,866,392 to Canadian Sport Centres and $20,107,403 to National Sport Organizations.

The 2006 Winter Olympic and Paralympic Games in Turin, Italy served as the first major indicator of *the Own the Podium – 2010* initiative's effectiveness along the road to 2010 success. Combined with other previous funding initiatives and significant efforts from the sport community, the initiative contributed to the success of Canada at the 2006 Winter Games where Canada placed third in total medals and Canadian athletes achieved the country's best ever performance in the Winter Olympic Games by winning 24 medals – 7 gold, 10 silver, 7 bronze. At the Paralympic Games, Canada placed sixth, with five gold medals, including at least one gold in each of the four sports on the Winter Paralympic program. Canada was the only country to achieve this.

Results (by Canadian athletes or teams) at:
Olympic Games, Paralympic Games and World Championships

Olympic Games Rank	2002 Winter Olympic Games	2006 Winter Olympic Games
Top 3	17	24
Between top 4th and 8th	29	33
Between top 9th and 16th	35	47

Paralympic Games Rank	2002 Winter Paralympic Games	2006 Winter Paralympic Games
Top 3	15	13
Between top 4th and 8th	17	8
Between top 9th and 16th	6	3

World Championships: Rank	2004 World Championships (Summer and Winter)	2005 World Championships (Summer and Winter):
Top 3	26	49
Between top 4th and 8th	26	69
Between top 9th and 16th	39	124

Web Site

http://www.canadianheritage.gc.ca/progs/sc/prog/index_e.cfm

Regional Stories

To discover the full stories related to Program Activity 1, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- BlueSponge inc. and Locomotion Films: "Made in Montréal": New Media On-line (Quebec Region): http://www.madeinmtl.com/

- McCord Museum of Canadian History: "Keys to History" (Quebec Region): http://www.musee-mccord.qc.ca/en/keys

- Territoires Ouverts / Open Territories of the Société des arts technologiques (SAT) (Quebec Region): http://tot.sat.qc.ca/

- Marblemedia: “This is Daniel Cook” (Ontario Region): http://www.thisisdanielcook.com/

- Budget Monks Productions Inc.: “Broken Saints” / New Media (Western Region): http://bs.brokensaints.com/dvd/

Program Activity 2 Sustainability of Cultural Expression and Participation

Cultural life relies on the existence of an intricate network of institutions, not-for-profit organizations, for profit 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 supports the work 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, to achieve adequate copyright protection, to present their work to Canadian audiences, to pursue international opportunities and to build and develop organizational cooperation.

The expected 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.

Support for the Arts Sector: Canadian Arts and Heritage Sustainability Program and the National Arts Training Contribution Program

This initiative comprises two sub-initiatives, the Canadian Arts and Heritage Sustainability Program and the National Arts Training Contribution Program.

The Canadian Arts and Heritage Sustainability Program

The goal of the Canadian Arts and Heritage Sustainability Program (CAHSP) is to strengthen the organizational effectiveness and the financial viability in arts and heritage organizations. Organizations that are strong and well managed are better able to deliver high-quality arts and heritage experiences to Canadians. The CAHSP program is comprised of six components: Stabilization Projects, Capacity Building, Endowment Incentives, Limited Support to Endangered Arts Organizations, Networking Initiatives and Cultural Capitals of Canada. Planning for 2005-06 included the renewal of terms and conditions of program and a recipient audit.

The planned result for 2005-06 was increased self-reliance of arts and heritage organizations, as measured by the number of arts and heritage organizations with improved management and financial planning practices.

Results

CAHSP Capacity Building Component met this planned result. In 2005-06, 174 artistic and heritage organizations that received a total funding of $6.1 million, strengthened their management capacity and improved their ability to reach their long-term objectives. According to a Canadian Heritage recipient survey for the CAHSP Capacity Building Component, conducted in the Spring of 2006, 95% of funding recipients between 2002-03 and 2004-05 report that they believe the funding contributed to the improvement of their management capacity. In addition, they noted that there are continuing positive long-term effects in the areas of financial autonomy, audience development and marketing.

Through the Endowment Incentives component, the federal government and private sector together have invested a total of $95.5 million in the endowment funds of arts organizations in Canada since the 2001 launch of the CAHSP. As endowment funds represent capital to be held in perpetuity, the return on such funds constitutes a new source of long-term fixed income for arts organizations. Organizations are then able to use the funds for daily operations. Each year, Endowment Incentives grant recipients have confirmed that the federal government's matching initiative constitutes an important catalyst for their financing campaigns in the private sector.

In 2005-06, the program matched endowment donations to 61 not-for-profit arts organizations – compared to 36 organizations the previous year. Donations to endowment funds were also up. In 2005-06, the program provided $14.8 million to match $19.8 million in private sector donations – a $6.2 million increase over private contributions the previous year.

Web Site

http://www.pch.gc.ca/progs/pcapc-cahsp/index_e.cfm

The National Arts Training Contribution Program

The goal of the National Arts Training Contribution Program (NATCP) is to support independent, non-profit, incorporated Canadian organizations that train Canadians for professional national/international careers in the arts. The program provides support on an annual or multi-year basis for the ongoing operational activities of an organization's professional training program. The ultimate objective is to provide Canadians with high quality artistic achievements by artists training in Canada.

The planned result for 2005-06 was the development of Canadians from diverse backgrounds for artistic careers and cultural leadership. Performance indicators included: i) percentage of students and staff from diverse regional and cultural backgrounds supported by the program; and ii) percentage of graduates from funded organizations working professionally in their fields.

Results

NATCP met its planned result. In 2004-05, funding resulted in 3 478 graduates from training institutions. Complete data for 2005-06 are not yet available. In 2005-06, the NATCP provided over $17 million in contributions to the ongoing operating expenses of 39 Canadian professional arts institutions. NATCP funded institutions reported that, on average, 80% of graduates were working professionally in their arts field or continuing advanced training.

Of funded organizations, 19 out of 39 (48.7%) offered training in Aboriginal Arts or non European-based art forms. This represents a sizeable increase since 2001-02, where two out of 18 funded organizations (11%) offered training in Aboriginal Arts, and no organizations offering training in non European-based art forms were funded. While there are now more organizations that have a majority of staff and students who are Aboriginal or culturally diverse, it is also worth noting that "mainstream" organizations such as the Stratford Shakespearean Festival's Birmingham Conservatory for Classical Theatre Training reported that over 20% of auditioned applicants were from visible minority communities, and 38% of the 2005 graduates were visible minorities.

Organizations do not always provide exact statistics on cultural diversity, and they are reporting their results differently. Therefore, it is a challenge to accurately measure the exact percentages of students and staff from diverse cultural backgrounds.

Web Site

http://www.pch.gc.ca/progs/pnfsa-natcp/index_e.cfm

Strategic Support to Cultural Industries: Film and Video

Canada's cultural industries face complex challenges to their financial and organizational stability: limited market penetration and distribution; the need to adapt to new technologies; limited opportunities for professional and organizational development; succession and training. Canadian Heritage programs provide strategic support to assist cultural industries in the building of capability and strengthening their viability.

The planned results for the film and video initiative are: i) early in their career, producers, directors, and other creators gain experience in filmmaking; ii) talented Canadians from different regional, linguistic and cultural backgrounds have access to high-calibre training; iii) increasing production of Canadian content by a stable form of corporate financial for Canadian production companies; and iv) enhancement of Canada as a location of choice for film and video productions.

Results

Two objectives were met and two other objectives were partially met.

The Canadian Independent Film and Video Fund (CIFVF)

This national, non-profit, private-sector organization supports educational and informational film, video and multimedia productions. The Fund offers financial assistance to Canadian independent producers across Canada for the development and production of films, videos and multimedia works. The planned results for 2005-06 were only partially met because one of the fund's goals this year was the renewal of the terms and conditions, an objective deferred as these were extended to October 5, 2006. The 2005-06 summative evaluation of the Canada's Feature film Policy noted that the CIFVF's performance was good.

The National Training Program for Film and Video Sector (NTPFVS)

The NTPFVS funds four institutions located across the country: the "Institut national de l'image et du son (INIS)" in Montréal; the Canadian Film Centre (CFC) in Toronto; National Screen Institute (NSI) in Winnipeg; and the Canadian Screen Training Centre (CSTC) in Ottawa. The program met its planned results in 2005-06

The Canadian Audio-Visual Certification Office (CAVCO)

CAVCO administers the Canadian Film or Video Production Tax Credit (CPTC) for the production of Canadian content, which is a fundamental source of funding from Government in support of film and video production. The planned results for 2005-06 were only partially met as the evaluation of the CPTC has been postponed to 2006-07. The evaluation will examine the effectiveness of the tax credit in support to the Canadian film and television industry.

CAVCO also administers the Film or Video Production Services Tax Credit (PSTC), which is designed to encourage the employment of Canadians, by a taxable Canadian or a foreign-owned corporation with a permanent establishment in Canada, whose activities are primarily film or video production or production services. The level of foreign location production shooting in Canada has been stabilized.

Web Sites

National Training Program in the Film and Video Sector
http://www.pch.gc.ca/progs/pnfsfv-ntpfvs/index_e.cfm

Canadian Independent Film and Video Fund (CIFVF)
http://www.cifvf.ca

National Training Program for Film and Video Sector (NTPFVS)
http://www.telefilm.gc.ca/upload/fonds_prog/ntsguidelines2005-2006.pdf

Small and Medium sized Enterprises in the Cultural Sector
http://www.pch.gc.ca/progs/ac-ca/pubs/profile/index_e.cfm

Canadian Audio-Visual Certification Office (CAVCO)
(See Table 8) http://www.pch.gc.ca/progs/ac-ca/progs/bcpac-cavco/index_e.cfm

Strategic Support to Cultural Industries: Music and Sound Recording

Three components of the Canada Music Fund contribute to this activity: The Music Entrepreneur Component (MEC) (formerly the Music Entrepreneur Program – MEP), the Support to Sector Associations Component (SSAC) and the Creators' Assistance Component (CAC).

The planned results for this initiative were:

- Canadian sound recording associations and music entrepreneurs demonstrate growth, sustainability and adaptability to emerging trends; and
- Capacity building events are well attended and well received by Canadian composers, lyricists and songwriters.

Results

The first planned result has been met. It has been slightly modified to read "Canadian music entrepreneurs demonstrate growth and sustainability".

Although the last six years have been difficult for the global sound recording industry with domestic sales of sound recordings declining 31.5% since 1999, from $1.3 billion that year to $886 million in 2005, MEP companies have performed well overall. The most recent financial statements for the MEP recipients, received in October 2005, show an overall increase in profits from –0.5% in year 1 of the program to 3.2% in the most recent year. Their total revenue also increased during that time from $28.2 million to $33.7 million.

MEP recipients have become much more competitive around the world with their international sales of Canadian artists' albums rising 45.5% in two years, from 429 000 in the first year of the program to 624 000 units in the most recent year. Despite the huge sales declines felt by the rest of the domestic industry, MEP recipients' Canadian sales are up as well, with unit sales of albums by Canadian artists increasing from 1.3 million in the first year of the program to 1.6 million by 2005.

The MEP was redesigned in 2005-06 and became the Music Entrepreneur Component (MEC). The objective of the component is to ensure that established Canadian music entrepreneurs contribute to the Canadian musical experience over the long-term via a diverse range of compelling Canadian musical choices, become increasingly competitive at the national and international level, and position themselves for success in a digitized global economy. In the first round of funding, 25 applications were received, with 19 companies receiving envelope funding totalling $6.5 million in 2005-06 and $8.5 million in 2006-07.

The planned results and performance measurements were evaluated and modified in the current PAA to mirror the performance measurements found in the Canada Music Fund's current Results-Based Management and Accountability Framework and Risk-Based Audit Framework.

The planned results are now: i) Canadian sound recording associations build capacity to serve artists and enterprises; and ii) Canadian musical artists and creators build their skills.

The performance measurements are now: i) Artists/entrepreneurs satisfaction with efforts of industry associations; and ii) Participants' satisfaction with sample of CMF funded events/projects.

These will be measured in 2006-07 via: 1) a survey of membership of associations funded by the Support to Sector Associations Component; and 2) a survey of recipients of the Creators' Assistance Component, to gauge the overall satisfaction with the two components.

Web Site

http://www.pch.gc.ca/progs/ac-ca/progs/fmusc-cmusf/music_fund_e.cfm

Strategic Support to Cultural Industries: Book Publishing

The Book Publishing Industry Development Program (BPIDP) contributes to the Department's successes through the following program activities: i) Collective Initiatives, including internships, professional development, business planning and industry research; and ii) Supply Chain Initiative, which facilitates the adoption of technologies and practices related to supply chain management to help the industry become more efficient, viable and resilient. The planned result for this initiative was that book publishers could compete effectively in the national and international marketplace.

Results

Planned results were achieved. Canadian-owned book publishers funded by BPIDP in 2005-06 realized $405 million in net sales of their published titles (a 7% increase over 2004-05), including $384 million in sales of Canadian-authored titles (a 5% increase over 2004-05).

Canadian-owned book publishers funded by BPIDP in 2005-06 realized $88 million in export sales and $15 million in rights sales (international and domestic). The most recent figures for the revenues and market share of Canadian-owned book publishers as a whole are from Statistics Canada's 2004 Survey of Book Publishers and Exclusive Agents. They show $1.1 billion in revenue and a 41% share of the domestic book market. Festivals, fairs and "salons du livre" supported by BPIDP in 2005-06 were attended by approximately 650 000 Canadians.

In 2005-06, BPIDP focused its internship support, directing funding exclusively to smaller cultural enterprises where human resource needs are greatest. Twenty-seven internships at publishing companies and industry associations in seven different provinces received support in 2005-06. A study of the impact of internship funding conducted in 2005-06 found that 75% of interns who participated in the program found work in the book industry, while 95% of interns and publishers felt that the experience had a strongly beneficial impact. The planned result for BPIDP's activities in support of the book publishing in the industry was realistic and appropriate. BPIDP continues to meet this objective through its comprehensive array of targeted support.

A summative evaluation of the Loan Loss Reserve Fund (LLRF) was conducted in 2005. The LLRF was established in 1998 in an effort to help Canadian cultural industries cope with the problem of inadequate financial resources. The evaluation found that the pilot Loan Program for Book Publishers (LPBP) met with mixed results. While participant publishers benefited from the LPBP, the scope of the program and the level of credit generated failed to meet expectations and as a result, success in leveraging private-sector funds was limited. The Book Publishing Policy and Programs Directorate did not pursue renewal of the terms and conditions of the LLRF, which expired in 2006.

Web Sites

Book Publishing Industry Development Program
http://www.pch.gc.ca/progs/ac-ca/progs/padie-bpidp/index_e.cfm

2003 BPIDP Audit
http://www.pch.gc.ca/progs/em-cr/verif/2003/2003_05/index_e.cfm

Strategic Support to Cultural Industries: Periodical Publishing

The Department of Canadian Heritage launched the Canada Magazine Fund (CMF) in 2000 to safeguard diverse Canadian voices in a rapidly evolving market place. The impetus for the creation of the CMF was the serious challenges brought on by an increasingly competitive domestic marketplace.

The planned result of the CMF is that Canadian magazine publishers will be able to compete effectively with foreign magazines in the Canadian marketplace. By accomplishing this, the CMF supports the sustainability of cultural expression and participation in Canada. Canadian magazines also provide Canadian creators with a venue to share their diverse cultural experiences with each other and the world.

Results

The planned result was met. The CMF is comprised of four component programs, however, only two of these components relate to strategic support in the cultural industries: Support for Business Development for Small Magazine Publishers (SBDSMP) and Support for Industry Development (SID). SBDSMP supported the growth of small-and medium-circulation periodicals by supporting projects that improve circulation, advertising revenue, operational

efficiencies, and professional development. SID supported projects managed by industry associations that benefited the Canadian periodical industry as a whole, only in the areas such as marketing, promotion, distribution and professional development.

The CMF supported 310 magazines and 31 initiatives in 2005-06. The Support for Business Development for Small Magazines component supported 66 magazines and the Support for Industry Development component approved 31 initiatives. This is an increase over 2004-05 where 299 magazines were supported and the support for industry development funded 17 initiatives.

According to the performance indicator "number of magazines/initiatives supported", the CMF is performing well overall, particularly in the Support for Industry Development component, which saw a 45% increase in the number of projects approved.

The Summative Evaluation of the CMF (June 2006) found that: i) the CMF aligns well with federal priorities and departmental objectives; ii) the threat of the loss of advertising as a result of heightened competition from foreign publishers, the major original rationale for the CMF, has not yet materialized, but Canadian magazines still face other longstanding competitive disadvantages with foreign publications, especially at the newsstand; iii) the CMF is associated with increasing Canadians' access to Canadian magazines and supporting a greater diversity of titles for readers (some evidence also suggests that the CMF has enhanced the quality of magazines and industry infrastructure); iv) the Support for Editorial Content component has had moderate success in increasing the amount of editorial content and may provide greatest benefit to periodicals with mid-size circulations and to special interest consumer periodicals; and v) program documentation needs to better reflect 2003 changes to the CMF and program measurement and management could be improved. The five recommendations of the evaluation report were accepted in the management response and appropriate actions are underway or will all be implemented by 2007-08.

Web Sites

Canada Magazine Fund (CMF)
http://www.pch.gc.ca/progs/ac-ca/progs/fcm-cmf/index_e.cfm

Magazine Publishing Policy
http://www.pch.gc.ca/progs/ac-ca/pol/magazines/index_e.cfm

Summative Evaluation of the Canada Magazine Fund
http://www.pch.gc.ca/progs/em-cr/eval/2006/2006_01/index_e.cfm

Strategic Support to Cultural Industries: New Media

The Canadian Culture On-line's (CCO) New Media Sector Development Fund (NMSDF) and the Sectoral Awareness component of the Canada New Media Fund (CNMF), administered by Telefilm Canada, supported developmental activities such as workshops, internships, conferences and other networking events. Projects funded by the New Media Research Networks Fund (NMRNF) helped increase the capacity for research in, and speed the adoption of innovations by, the new media and cultural sectors and push the limits of current knowledge and techniques. The planned result is that a supportive environment is created for the new media sector in Canada.

Results

The planned result was met. A total of 86 projects supporting the new media sector were funded under the following components of the Canadian Content On-line Strategy: New Media Sector Development Fund (NMSDF) - 11 projects; the New Media Research Networks Fund (NMRNF) - 6 projects; and the Sectoral Awareness component of the CNMF - 69 projects.

Two examples of projects funded by the New Media Sector Development Fund are: i) the Annual Canadian New Media Awards, which recognize the accomplishments of individuals and companies in the Canadian new media industry, provided an occasion for more than 600 stakeholders to network and celebrate their creativity and growth; and ii) the Diversity, Innovation and Training Program of the Banff New Media Institute held workshops to promote an innovative, culturally inclusive, appropriately trained and sustainable new media sector in Canada.

The funding provided under the New Media Research Networks Fund created effective thematic research networks bringing together more than 40 Canadian organizations and institutions. The Mobile Experience Engine software and the Personal Digital Assistants are examples of innovative tools that make it easier for people to create content specifically for use on mobile devices such as cell phones.

An in-depth analysis of past results of Canadian Culture On-line's research and development funding program and calls for proposals indicated that funded projects resulted in outcomes that met expectations for the program. However, small and medium sized companies (SMEs) were not participating as research network hosts or partners, largely due to the requirements of managing or participating in a complex structure. As a result, CCO has created the New Media R&D Initiative (NMRDI) aimed at encouraging greater participation from SMEs in part by encouraging simpler research cooperation for projects and by focussing on targeted research proposals. CCO has also modified its funding cycle for research projects. Projects are now funded for two-year periods rather than for one year, allowing researchers to better execute their research projects.

Web Site

http://www.pch.gc.ca/progs/pcce-ccop/index_e.cfm

Canadian Heritage Information Network (CHIN)

CHIN is a national centre of excellence and expertise whose goals are to promote an important and visible presence for Canadian heritage content in the world of networked information and to ensure that Canadians and worldwide audiences can enjoy effective access and use of museum content. The planned result is that Canada's heritage professionals acquire critical competencies for the creation, presentation, management and preservation of digital heritage for education purposes of all Canadians.

Through the Virtual Museum of Canada managed by CHIN, the public is engaged in a rich array of on-line exhibitions and other learning resources.

As indicated in the *Report on Plans and Priorities 2005-06*, the specific goal for the year was to develop and implement the first phases of a strategy that will redefine the CHIN portals into more engaging virtual spaces.

Results

CHIN exceeded its planned result. CHIN undertook the necessary research and planning for a strategy to enhance the use of Artefacts Canada. In support of the redevelopment of Artefacts Canada, CHIN hosted on-line communities of practice among heritage professionals on issues of standards and best practices. The number of Canadian Museums that are members of the network increased by 9% to 1 165. A survey showed that 85% of members indicated great satisfaction with CHIN services. The CHIN Web portal is increasingly used, with 2.5 million visits (an increase of 58%). Usage of some on-line courses increased by more than 40%. A total of 55 000 new digital images (an increase of 15%) were added to Artefacts Canada and are also featured in the Virtual Museum of Canada.

CHIN provides a wide variety of products and services including: on-line courses; on-line exchanges between professionals; information about professional events and career opportunities; research and reference tools; the national inventory of museum objects; intellectual property publications; bibliographies and data dictionaries. CHIN (Artefacts Canada) also represented the museum community in international projects related to heritage information and continued to develop standards for museum documentation. Through its networked activities, CHIN promotes Canada's rich heritage and facilitates the weaving together of local stories for the benefit of all Canadians.

In cooperation with four provincial museums associations, CHIN developed a strategy to address a lack of resources, technology and standards for collections management among community museums. As a result, 39 smaller museums across Canada implemented collections management systems and contributed comprehensive records and images for 640 objects to Artefacts Canada.

Web Site

http://www.chin.gc.ca

Strategic Support to Heritage Organizations

The objective of this component of the Canadian Arts and Heritage Sustainability Program (CAHSP) is to improve and strengthen the organizational, administrative and financial position of not-for-profit heritage organizations by increasing their long-term viability and enabling them to continue promoting and protecting Canada's rich heritage.

Results

The program partially met its objectives. This result is attributable to two factors connected with the renewal of the Program in 2005. The CAHSP was renewed in March 2005 and the guidelines were made public in late May 2005. The renewal caused confusion in the community and it was difficult to disseminate information on the Program. The renewed Program and the new guidelines included changes in terms of eligible projects and application procedures. Organizations had to revise their projects or submit their proposals to other programs.

The number of contributions approved for 2005-06 was 61, compared with a target of 85. It is important to note that the number of applications can fluctuate per year and depending on the type of project. These approved projects for 2005-06 were primarily concerned the following areas: management; planning of communications and marketing; business or strategic planning; governance, and audience development.

Web Sites

http://www.pch.gc.ca/progs/pcapc-cahsp/02_e.cfm

Games of La Francophonie, December 7–17, 2005, Niamey, Niger

The Department of Canadian Heritage was responsible for organizing, coordinating, and financing the participation of athletes and artists who represented Team Canada (approx. 150 people) at the Games of La Francophonie. The Games were the only major international Games where sports and cultural activities were presented in comparable competitive contexts. Canadian representation at the Games of la Francophonie is always three-fold: Canada, Canada-Quebec, and Canada-New Brunswick. It is the responsibility of each Government to organize the participation of its respective team.

Results

All expected results were achieved. The formidable challenge of ensuring the health and safety of participants in the world's poorest country during a highly publicized food crisis was met. Participation costs for the Team Canada totalled $1.8 million.

Government relations between Team Canada and the teams for Quebec and New Brunswick were harmonious. Team Canada received great media coverage despite the absence of Canadian journalists in Niger and the embargo on news releases because of the election campaign (125 press clippings, some 30 interviews, two reports on the national Francophone network and 400 000 visits to the Web site).

Around 150 athletes, artists, coaches, medical personnel and other staff were involved in this mission. With its four gold medals, six silver medals and eight bronze medals—for a total of 18 medals—Team Canada finished fourth, behind France, Morocco and Tunisia. The Department's objectives were fully achieved. The level of sporting events and cultural competitions (in such disciplines as song, traditional dance, literature, painting, sculpture, photography and storytelling) provided an excellent platform for young artists and athletes from Canada to outdo themselves and achieve great things on the international stage.

The 2005 Games of La Francophonie were successful in terms of the high level of competition as well as human and professional development. Despite the controversy over the ethics of holding the fifth edition of the Games in Niger at a time when the country was facing famine and drought, local willingness and international solidarity ensured that sporting and cultural events ran smoothly and in spite of the somewhat precarious situation, Canadian participants showed exemplary open-mindedness, solidarity and generosity toward the people of Niger. Canada left its mark in Niger. The Games of La Francophonie are a prime example of a development tool that promotes social cohesion at the international level.

Web Sites

http://www.pch.gc.ca/special/jeux2005/
http://www.jeux2005.ne/
http://www.jeux.francophonie.org

International Convention on the Protection and Promotion of the Diversity of Cultural Contents and Artistic Expressions - United Nations Educational, Scientific and Cultural Organization (UNESCO)

Since 1999, Canada has been actively advocating the adoption of a binding international legal instrument that recognizes the legitimacy of international cultural policies. The Department of Canadian Heritage advanced this project with various international forums, including the Organization of American States, the *Organisation internationale de la Francophonie*, UNESCO and the International Network on Cultural Policy (INCP), an informal forum created in Canada in 1998 for ministers of culture.

As a key stakeholder, Canadian Heritage has been an active participant in intergovernmental negotiations on the Convention. The Department has worked in close collaboration with other federal departments, including Foreign Affairs Canada and International Trade Canada, with the provinces and territories, in particular Quebec, and with civil society.

Plans for 2005-06 included several important milestones: i) preparing Canada's official position on the preliminary draft convention in anticipation of consideration in October 2005 by the UNESCO General Conference; ii) defending Canadian positions and interests during negotiations; iii) continuing consultations with stakeholders who had an interest in these negotiations, including various federal departments and agencies, provincial and territorial governments, civil society and industry stakeholders; and iv) continuing advocacy efforts both domestically and internationally to advance a Convention that meets Canadian objectives for the UNESCO General Conference in October 2005.

Results

The results exceeded expectations. On October 20, 2005, the Convention was adopted by UNESCO's member States at the organization's 33rd General Conference with only 2 countries opposing it. Canada showed exceptional leadership during the entire process. On November 25, 2005, Canada deposited its instrument of acceptance with the Director General of UNESCO. Canada was committed to having the Convention adopted, and it pursued this goal with exceptional speed and effectiveness. The announcement of the Convention's adoption, and Canada's ratification thereof, was hailed as a major event by Canadian civil society and by most domestic media, although some claimed that the Convention did not go far enough and that only its coming into force would determine its actual usefulness.

The strategy for measuring performance included a number of indicators of the convergence of the interests, as well as consultations with various partners.

Canadian Heritage's maintenance of informal and ongoing discussions with its governmental partners and civil society has given us the capability to react and to mobilize support for the Convention very rapidly. The effectiveness of this approach stems from both its formal nature (i.e. participating in multilateral organizations and staging bilateral meetings) and its informal nature (through the INCP and through personal relations), and is based on the search for consensus and conciliation. The Department will use this same approach to promote the Convention's ratification for its timely entry into force and implementation.

Web Sites

http://portal.unesco.org
http://www.incp-ripc.org/
http://www.incd.net/
http://www.pch.gc.ca/international/
http://www.mcc.gouv.qc.ca/diversite-culturelle/
http://www.francophonie.org/actions/arts/ini-diversite.cfm

UNESCO International Anti-Doping Convention Against Doping in Sport

In October 2003, the 32nd General Conference of United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the resolution committing UNESCO to prepare a Convention against doping in sport. Because of Canada's leadership and involvement in the global fight against doping in sport, the UNESCO Director-General in June 2003 invited Canada to chair the meetings of an ad-hoc group of experts, an Intergovernmental Experts Group and an intercessional drafting group meeting. The draft convention was also discussed at the 4th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport in Athens in December 2004.

The planned result was the negotiation and acceptance of the final text of an international binding convention that will contribute to the anti-doping movement so Canadian athletes are able to compete on a fair and equal basis.

Results

The planned result was met. In 2005-06, the emphasis was placed on achieving approval of the final text of the Convention and seeking its acceptance and ratification. A significant risk and challenge in this process was the difficulty in developing a Convention that achieved its objectives and accommodated the various perspectives of the participating countries. This balance was achieved. The Convention represents an important step in formalizing governmental involvement and support to the worldwide anti-doping movement.

The final draft of the Convention was agreed to in January 2005. In March 2005, the Director General of UNESCO sent his final report on the preparation of the Convention including a final draft to all Member States. In his report, the Director General of UNESCO expressed his gratitude to Canada for its role as Chair of the Intergovernmental Experts Group.

On October 19, 2005, the *International Convention Against Doping in Sport* was unanimously adopted at the 33rd session of the UNESCO General Conference. On November 29, 2005, Canada tabled its instrument of acceptance to the Director General of the UNESCO to become party to the Convention. Acceptance by Canada of the Convention reaffirmed our leadership and ongoing commitment to ethically based sport and to enhancing international governmental co-operation to address doping in sport.

However, it should be noted that the Convention has not yet entered into force. The *Copenhagen Declaration on Anti-Doping in Sport*, of which 186 governments have signed, and the World Anti-Doping Code called for the development and implementation of a Convention prior to the Olympic and Paralympic Games in Turin, Italy in February 2006. The Convention will enter into force one month after the deposit of the thirtieth instrument of ratification, acceptance, approval or accession.

Web Site

http://portal.unesco.org/

Regional Stories

To discover the full stories related to Program Activity 2, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- Canadian New Media Awards (Ontario Region): http://www.cnma.ca/
- Artists for Women Art (Prairies and Northern Region): http://www.mawa.ca/
- Mobile Muse II – The Urban Mesh / New Media (Western Region): http://www.mobilemuse.ca/
- Echoes of Ancient Art (Western Region): http://enowkin.tripod.com/echoes_of_ancient_art_2005/index.album?i=0
- Vancouver International Digital Festival (VIDFEST): Digital New Media (Western Region): http://www.vidfest.com/

Program Activity 3 Preservation of Canada's Heritage

Canadians want their heritage 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.

Serving the Heritage Community: Canadian Conservation Institute

The Canadian Conservation Institute (CCI) is a national centre of excellence that is committed to increasing the expertise of the heritage community to preserve Canada's material cultural heritage so that it can be made accessible to current and future generations. Unique in Canada, CCI has several international cooperation with other national conservation and research and training centres. The three-year result identified in the *2005-06 Report on Plans and Priorities* was to ensure access of the heritage community both in Canada and internationally to the Institute's research, publications, expert services and training on the preservation of material cultural heritage. The 2005-06 milestones included completion of the retrofit of the CCI laboratories, implementation of the mechanisms to identify conservation needs, planning for a major symposium and specific research and publication targets.

Results

The planned result was only partially achieved. Completion of the renovation project has been delayed until 2006-07 because of technical difficulties and consequently, conservation specialists were unable to performed laboratory work in the current facility. The launch of CCI Notes on-line was postponed until the fall of 2006. However, progress was made in a number of key areas. Consultations were held with the provincial museums associations, the Canadian Council on Archives, the Canadian Association for Conservation, private sector conservators and representatives of Aboriginal communities to better align CCI research and service frameworks to client needs. An Aboriginal Advisory Committee was established to assist in planning a symposium - Preserving Aboriginal Heritage: Technical and Traditional Approaches – to be held in 2007.

CCI has developed the program framework for, and begun marketing of the symposium. CCI shared its expertise at conferences, workshops and dialogues with conservation professionals across Canada, the United States and Europe. CCI delivered 16 workshops to heritage professionals, and responded to 1 119 requests for information and services. Furthermore, 2.7 million documents were accessed through the CCI's two Web sites, in 2005-06.

In 2005-06, 95.2% of CCI clients indicated they were highly satisfied with expert services and training opportunities. CCI is reviewing its performance measurement results strategy. An audit of CCI completed in 2006 focused on financial management and procurement activities for the fiscal year 2004-05. Contracts related to the building retrofit project in the amount of $3.7 million were included in the audit sample. The audit found that CCI procurement activities are carried out in accordance with the requirements of the *Financial Administration Act*, Treasury Board contracts policy and guidelines, the government contract regulations and the government's procurement policy framework. The audit identified areas where management practices and compliance needed to be strengthened. Most of audit's recommendations were implemented in 2005-06.

Web Sites

http://www.cci-icc.gc.ca/main_e.aspx
http://www.pch.gc.ca/progs/em-cr/verif/2006/2006_04/tdm_e.cfm
http://www.preservation.gc.ca/index_e.asp

Revitalization and Preservation of Aboriginal Languages

Aboriginal language programming at Canadian Heritage enables First Nations, Inuit and Métis communities to develop community-based, culturally appropriate approaches to language preservation, revitalization and promotion.

The planned result for this initiative is a long-term prospect: Aboriginal languages and cultures are revitalized and preserved. The milestones for the year 2005-06 were: i) providing access to programs and activities that revitalize and preserve Aboriginal languages; ii) preparing a response to the Task Force on Aboriginal Languages and Cultures; and iii) continuing the implementation of the Canada-Territorial Co-operation Agreements for Aboriginal Languages.

Results

Planned results have been only partially met. Some short-term results anticipated for the 2005-06 year were met. In 2005-06, $5 million in funding was provided to over 300 community-based Aboriginal language projects through the Aboriginal Languages Initiative. This initiative supported a variety of projects such as early childhood language programs, cultural camps, language conferences and language learning materials.

This year, Canadian Heritage supported the Assembly of First Nations, the Métis National Council and the Inuit Tapiriit Kanatami in their national efforts to preserve, promote and revitalize First Nation, Métis and Inuit languages through national language conferences and their respective language committees. Furthermore, Canadian Heritage provided $4 million to the three territorial governments through a series of language agreements.

Due to the significant deterioration of Canada's Aboriginal languages, it is unlikely that progress will be immediately discernable in terms of the number of speakers of these languages. More

meaningful improvements will be detected through the assessment of activity around basic preservation, archiving and use of Aboriginal languages in community settings. Action will be taken in the coming year to refine in-house systems for compiling and analyzing program results.

Web Site

http://www.canadianheritage.gc.ca/aboriginal

Promotion and Celebration of Aboriginal Cultures

The recognition, appreciation, promotion and celebration of Aboriginal achievements and contributions are equally important in developing healthy and strong communities. Large-scale and popular events, such as National Aboriginal Day, part of Celebrate Canada!, mobilize millions of Canadians in communities across the country and provide increased opportunities to share Aboriginal cultures and learn about Aboriginal histories and traditions. Furthermore, support for Northern Aboriginal broadcasters is key to enabling the transmission of cultures, traditions and languages throughout remote and diverse areas.

The planned results for this initiative are the recognition, appreciation, promotion and celebration of Aboriginal achievements and contributions. The milestones for 2005-06 were: access to programs and activities that support the production and distribution of Aboriginal radio and television programming; and celebrations of National Aboriginal Day.

Results

The planned results were achieved. The Department supported many activities to highlight and share the culture and traditions of Aboriginal people across Canada. National Aboriginal Day festivities took place across Canada on June 21, 2005, and involved interaction with local Aboriginal artisans, artists and performers.

Through funding received from the Department, 13 Northern Aboriginal broadcasting societies produced and distributed culturally relevant radio and television programming to 400 remote northern communities in 17 Aboriginal languages.

Support for the promotion and celebration of Aboriginal cultures is an element of the Aboriginal People's Program (APP), which was renewed in 2005-06. This renewal included the approval of a performance measurement strategy that will be implemented in 2006-07. Performance information and analysis of the results of the performance strategy will be reported in the next Department Performance Report.

An audit of the Northern Native Broadcast Access Program (NNBAP) and the Northern Distribution Program (NDP) was conducted in 2005-06, including a review of all funding files for 2004-05 and 2005-06. The recommendations of the audit were accepted in June 2006, and changes will be implemented in 2006-07.

Web Site

http://www.canadianheritage.gc.ca/aboriginal

Regional Stories

To discover the full stories related to Program Activity 3, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- The Canadian Conservation Institute and Heritage Preservation (various regions) http://www.cci-icc.gc.ca

- Impact of Aboriginal Broadcasting in the North _http://www.pch.gc.ca/progs/pa-app/progs/paanr-nnbap/index_e.cfm

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 a wide array of cultural experiences, bridging challenges such as distance, community size, language and ethno-cultural diversity. The primary vehicles for engaging Canadians in cultural participation are arts activities, mass media and heritage sites and events. 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.

Arts in Communities

The Arts Presentation Canada (APC) program offers Canadians a choice of diverse, high-quality artistic experiences through financial assistance to arts presenters or the organizations that support them. The ultimate outcome is that Canadian communities of all backgrounds will have the opportunity to participate in and benefit from the broadest possible range of artistic experiences.

The planned immediate results were to consolidate support of best practices in arts presentation, to provide targeted strategic investments for developing arts presentation and to increase opportunities to develop skills and knowledge offered to arts presenters.

The planned medium-term results were that there would be more opportunities for all Canadians to participate in a broad range of artistic experiences and a greater integration of the arts into community life. The planned long-term results are that Canadians will both participate in and benefit from access to activities provided by the professional and dynamic programming of arts festivals and presenters.

Results

All planned results were achieved. In the short term, APC consistently supported the best practices of presenters. The program seeks to better support the most efficient and best performing organizations. In 2005-06, APC financially contributed to 605 arts organizations for artistic festivals, performing art series and support organizations.

More opportunities are now offered to all Canadians to participate in a broad range of artistic experiences. A total of 226 communities enjoyed quality arts programming through the contribution of at least one arts presenter funded by APC. Canadians currently benefit from a wider variety and richer choice of artistic productions. For example, between 2004-05 and 2005-06, the program recorded increases in the number of presenters offering dance performances (+5%), literary events (+22%), media arts (+9%), and visual arts events (+5%).

Festivals and other presenters also seek to attract new audiences. Between 2004-05 and 2005-06, the number of program clients that developed programming to reach out to culturally diverse communities increased by 14%, those wishing to reach Aboriginal communities rose 3%, and the proportion of presenters focusing on young audiences grew by 6%.

Web Site

http://www.pch.gc.ca/progs/pac-apc/index_e.cfm

Canadian Culture On-line and the Transition to the Digital Economy

Canadian Culture On-line (CCO) initiatives ensure that Canadians have access to digital resources that reflect Canada's diverse heritage, cultures, language and history. The programs of CCO serve as a bridge between the rich content that groups and institutions across Canada have in their possession and Canadians who wish to access and engage with that content.

Funding activities under CCO have been adjusted to promote access to more on-line culture representing the increasingly diverse range of Canadian communities.

Building on 2004-05 efforts, the plan for 2005-06 was to continue to provide on-line windows for Canadian cultural content ("Culture.ca" and Virtual Museum of Canada).

Results

All planned results were achieved. Through the CCO Strategy, 252 projects were funded in 2005-06, including: 91 under the Canada New Media Fund (CNMF); 38 under the Canadian Memory Fund; 24 through the Partnerships Fund; 24 under the Gateway Fund; 11 projects under the New Media Sector Development Fund; 56 via the Virtual Museum of Canada; 6 through the New Media Research Networks Fund; and 2 Canadian authoritative works of reference were licensed under the Works of Reference Fund.

The projects funded under the Strategy range from the digitization and on-line distribution of key national collections held by federal cultural institutions, to Web sites created by and about ethno-cultural and Aboriginal communities, to research and development (R&D) undertakings that seek to find new ways to use and enjoy new media content.

The *Great Unsolved Mysteries in Canadian History* Web site, developed through a partnership between universities of Victoria and Sherbrooke, seeks to interest students in Canadian history and archival research by inviting them to solve historical cold cases. In 2005, this internationally

acclaimed site received over 236 000 visits in the 10 months following its launch, and over 300 teachers' guides were requested.

The average number of monthly visits to Web sites indicates a continued interest in Canada's cultures and heritage. The Virtual Museum of Canada received a monthly average of 853 090 visits during 2005-06, while Culture.ca received a monthly average of 251 000 visits over the same period.

Through the CCO Strategy, licensing agreements for two Canadian works of reference, the Canadian Encyclopaedia and Dictionary of Canadian Biographies, resulted in allowing Canadians to have free on-line access to a vast quantity of valuable reference material. On average, the Canadian Encyclopaedia received close to 475 000 visits on a monthly basis.

Web Site

http://www.pch.gc.ca/progs/pcce-ccop/index_e.cfm

Virtual Museum of Canada

Through the Virtual Museum of Canada (VMC), the Canadian Heritage Information Network (CHIN) invests in the development of on-line museum content that reflects our diverse heritage through the VMC Investment Program and Community Memories Program. CHIN also manages the Virtual Museum portal, which provides integrated access to the content developed by its member museums.

The planned result was that Canadians have access to and participate in interactive digital resources in both official languages that reflect our diverse heritage, cultures, languages and history.

Results

All planned results were achieved. In 2005-06, the VMC celebrated its 5th anniversary. In total, 77 new exhibits were produced for the VMC in 2005-06. Of these, several included content that reflects the perspective of diverse ethno-cultural groups, First Nations and Inuit, as well as veterans and military historians. Since 2000, close to 700 exhibits and games have been launched on the VMC, as well as 810 educational resources and more than 460 000 images, from a total of 1 319 heritage institutions. The VMC received an average of 853 090 visits per month in 2005-06 (an increase of 26% over 2004-05) for a total of close to 30 million visits and 142 million page views since it was launched in 2000. On-line audiences from 181 countries visited the VMC.

The VMC virtual exhibit "*Tipatshimuna: Innu stories from the land*" won the Canadian Museum Association's Outstanding Achievement award. It features narratives about life on the land from the perspectives of the Elders and of youths, a multimedia gallery space, and an on-line

catalogue of Innu objects found in several Canadian institutions. *Tipatshimuna* will continue to grow and develop with the contribution of new content from the Innu community.

Web Sites

http://www.virtualmuseum.ca/English/index_flash.html

Museum Assistance Program

The Museum Assistance Program (MAP) is an ongoing program providing support through grants and contributions to heritage institutions to develop exhibitions, strengthen collections management, and preserve and present Aboriginal cultural heritage.

The planned result was that Canadians in all regions of Canada have access to travelling exhibitions and heritage collections.

Results

The planned result was met. Projects were produced and completed in all regions of the country (provinces and territories). With funds paid out in the form of grants or contributions to heritage institutions, more than 150 projects were undertaken or completed under MAP, for an approximate amount of $7.4 million.

The funded projects met the objectives of the three MAP components and contributed to achieving the planned result. About 60 projects of design, production and circulation of travelling exhibitions and related products (for an amount totalling approximately $3.4 million) were carried out. This has resulted in increased opportunities for Canadians to appreciate and enjoy heritage collections from a wide variety of museums and regions. About 20 projects contributed to Aboriginal heritage preservation and interpretation (for an amount totalling approximately $2.3 million).

Funded projects, for an amount totalling approximately $1.7 million, contributed to the acquisition or enhancement of key skills and competencies to manage heritage institutions. About 70 projects improved policies and procedures for key museological functions and enhanced professional competencies in areas such as collections management and programming, digitization of collections, Web dissemination; and training in museological practices.

New program terms and conditions were approved in June 2005. The program guidelines were modified, particularly with regards to applicant and project eligibility, and explained to all officers delivering the program. Two other programs were integrated into the MAP: support for the Canadian Museums Association and the small program associated with the Canada-France Agreement. This latter integration necessitated an adjustment in terms of administration and budget tracking for the program. The integration of these elements is scheduled for completion in 2006-07.

The summative evaluation of the program in 2005 highlighted the need to develop a new integrated Results-Based Management and Accountability Framework (RMAF) and Risk-Based Audit Framework (RBAF). This was completed during 2005-06. By continuing to implement effective processes, the program will be in a better position to achieve its objectives and evaluate its medium- and long-term impact.

Web Sites

http://www.pch.gc.ca/progs/pam-map/index_e.cfm
http://www.museums.ca/Cma1/ProgramsProjects/Bursary/bursary.htm
http://www.canadianheritage.gc.ca/progs/acf-cfa/index_e.cfm

Canada Travelling Exhibitions Indemnification Program

Through the Canada Travelling Exhibitions Indemnification Program (INDEM), the Government of Canada assumes the financial responsibility for loss or damage to objects and appurtenances in eligible travelling exhibitions. Both international and domestically organized exhibitions are eligible for indemnification. The planned result of this ongoing program was that Canadians in all regions of Canada have access to travelling exhibitions and heritage collections.

Results

The planned result was achieved. The immediate outcome was reduced insurance costs for institutions (over $2,100,000 in direct commercial insurance cost savings). The program followed strict compliance with limitations to risk exposure as outlined in the *Canada Travelling Exhibitions Indemnification Act* and Regulations.

In 2005-06, 19 facilities were assessed for fire prevention, security and collections preservation (including environmental controls). Experts assessed 11 exhibitions to be shown at 25 venues for potential exposure and strategies to mitigate risks. There were no claims submitted to the Program. The intermediate outcome was an increased institutional capacity to circulate travelling exhibitions and engage Canadians in cultural exchange. The long-term outcome is that Canadians have enhanced awareness, understanding and appreciation of Canadian and international cultural heritage. Indemnified exhibitions circulated to 13 different communities in 7 different provinces. Over 1 million people visited indemnified travelling exhibitions in Canada (preliminary data pending final exhibition reports).

A summative evaluation of the Canada Travelling Exhibitions Indemnification Program (INDEM) was completed in January 2006 following its first five years of operation. The evaluation found that the program continues to be relevant to the overall goals of the Department and the Government of Canada and is increasingly important due to the rising insurance costs. It indicated that the $1 million in total direct operating budget over the first five years yielded insurance cost savings to museums of $20 million. It also indicated that risk was well managed: in the period under review, 46 exhibitions valued at $7 billion were indemnified but there were no claims. The indemnified exhibitions received 5.7 million visitors. Recommendations in the

evaluation will be addressed in 2006-07. The program will design parameters to ensure that maximum program effectiveness balances with appropriate management of risk to the Crown. The program also developed an integrated Results-Based and Management Accountability Framework (RMAF) and a Risk-Based Audit Framework (RBAF).

Web Site

http://www.pch.gc.ca/progs/pei-trx/index_e.cfm

Exhibit Transportation Services (ETS)

Since 1976, transport of exhibitions has been facilitated through Exhibit Transportation Services (ETS) within the Canadian Conservation Institute (CCI). ETS provides secure, reliable and temperature-controlled transportation of objects and collections as well as storage services for Canada's museums, archives and galleries. This cost-recovered service ensures that Canadians in many communities can see and appreciate objects and works of art from other parts of Canada. An increased access to works of art, stories, and knowledge builds understanding and pride in Canada. The planned result was that all Canadians in all regions of Canada have access to travelling exhibitions and heritage collections.

Results

Planned result has been achieved. In 2005-06, ETS safely transported 123 exhibits in addition to loans, acquisitions and donations for 147 heritage institutions, including Canadian Heritage Portfolio Agencies. The ETS vehicles covered more than 470 000 km across Canada, including the Yukon and North West Territories, and the United States. ETS handled over 8 000 pieces consisting of crates, boxes, and soft-wrapped and non-wrapped pieces. Thirty-nine exhibitions/collections were also held in the ETS vault. As a cost-recovered service, ETS generated $1,008,546 in revenues in 2005-06.

Web Sites

http://www.cci-icc.gc.ca
http://www.canadianheritage.gc.ca/progs/em-cr/verif/2006/2006_04/tdm_e.cfm

Movable Cultural Property

The *Cultural Property Export and Import Act* that provided the framework for the protection of movable cultural property was first adopted in 1977. In addition to current delivery of the program, the Department continued the process of reviewing the legislation to ensure accountability and risk management, together with modernization to take into account intervening developments, such as the creation of the Canada Border Services Agency. The Department also continued to play an active role in various UNESCO conventions that protect cultural heritage. The planned result was to ensure that cultural property of significance to Canada is preserved and accessible in public collections for the benefit of all Canadians.

Results

The planned result was achieved. The Canadian Cultural Property Export Review Board (CCPERB) considered 793 applications for tax certification representing 4 819 individual artefacts. The CCPERB made fair market value determinations with respect to donations and sales of cultural property for a total of $72,969,858. The tax incentives for donations of cultural property to designated institutions enabled museums, art galleries, archives and libraries to acquire nationally significant heritage. Ten Movable Cultural Property grants were approved under the MCP grants program to enable Canadian institutions to acquire significant cultural property that would otherwise be exported or to recover for Canada important heritage available in international markets. Of these, four were accorded as the result of an export delay period established by the CCPERB; the remaining 6 grants were accorded to assist designated institutions repatriate/patriate cultural property from outside Canada.

A summative evaluation of the Movable Cultural Property Program was completed in October 2005. The evaluation found that there is a continuing need for federal government involvement in the protection and preservation of domestic and international movable cultural property and that the program's objectives are in line with the Department's strategic outcomes. Escalating activity and complexity in export and import files, increased demands on the grant program, growing interest in the media and in Parliament in cultural property issues, and the need to monitor awareness and outreach strategies point to a need for additional resources to sustain operations at an acceptable level. The Department developed a Results-Based Management and Accountability Framework (RMAF) and the Risk-Based Audit Framework (RBAF) for the program. Other recommendations included in evaluation will be addressed in 2006-07.

Web Site

http://www.pch.gc.ca/progs/mcp-bcm/mcp_e.cfm

Regional Stories

To discover the full stories related to Program Activity 4, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- The Rooms (Atlantic Region): http://www.therooms.ca/
- Art Gallery of Nova Scotia: "Ships and the Age of Sail" (Atlantic Region): http://www.atlantictallships.ca/
- Renovation of the Centennial Theatre and purchase of specialized equipment (Quebec Region): http://www.ubishops.ca/centennial/about.html
- The Emerging Music Festival in Abitibi-Témiscamingue (Quebec Region): http://www.fmeat.org/

- Phase III of the Wapikoni Mobile Web Site (Quebec Region): http://www.onf.ca/aventures/wapikonimobile/excursionWeb/

- The Brunswick Centre Project at the Stratford Shakespearean Festival of Canada (Ontario Region): http://www.stratfordfestival.ca/index.cfm

- Asian Canadian Culture On-line Project (Ontario Region): http://www.ccnc.ca/cccop/

- Canadian Cultural Society of the Deaf: "Deafplanet.com Sports Village" (Ontario Region): http://www.deafplanet.com/splash.php

- Peterborough Flood Recovery and Disaster Preparedness Project (Ontario Region): http://www.pcma.ca/

Strategic Outcome **2**

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 responding 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 two 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 Program Activities 5 through 7.

Strategic Outcome 2 is achieved through 3 program activities:

- **Program Activity 5** – Promotion of Inter-Cultural Understanding
- **Program Activity 6** – Community Development and Capacity-Building
- **Program Activity 7** – Participation in Community and Civic Life

Financial and Human Resources for Strategic Outcome 2 - 2005-06		
Program Activity	**Actual Spending (in millions of dollars)**	**Actual FTEs**
5. Promotion of Inter-Cultural Understanding	122.5	130
6. Community Development and Capacity-Building	272.4	179
7. Participation in Community and Civic Life	175.3	482
Total	570.2	791

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

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.

Promotion of Linguistic Duality

The long term goal for the key initiative is that a greater proportion of Canadians have a better understanding and appreciation of the benefits of linguistic duality and accept the rights of official-language minorities.

Results

The planned result was met. There were 22 projects supported, with a total funding of $2,438,467 in 2005-06. These projects represent best practices for promoting and offering bilingual services within organizations, and include one that promoted the benefits of learning French as a second language, and another that raised multicultural communities' awareness of the benefits associated with learning French. It seems that long-term goals are being achieved: between 1971 and 2001, the proportion of bilingual Canadians rose from 12% to 18%, and the proportion of young Canadians aged 15 to 19 who declare themselves bilingual has risen from 16.4% to 24%[11]. In addition, growth in bilingualism was seen in 9 out of the 13 provinces and territories between 1996 and 2001. In terms of appreciating linguistic duality, 63.3% of Canadians living in a majority situation consider Canada's linguistic duality to be a source of cultural enrichment in 2006. In terms of accepting the rights of minorities, a growing proportion of Canadians living in a majority situation (from 45.9% in 2002 to 53.8% in 2006) agree that the governments of Canada and the provinces/territories should work together to improve services in

[11] Louise Marmen and Jean-Pierre Corbeil, *Languages in Canada: 2001 Census*, New Canadian Perspectives, Languages in Canada 2001 Census, Canadian Heritage and Statistics Canada, 2004.

the minority language).[12] In 2006, 87.9% of Canadians leaving in a minority situation share the same opinion.

Web Sites

http://www.pch.gc.ca/progs/lo-ol/progs/mev-pdl_e.cfm
http://www.pch.gc.ca/guide/

Renewal of Cooperation Mechanisms with the Council of Ministers of Education, Canada (CMEC), Provinces and Territories to Support the Teaching of a Second Language

The planned result was to negotiate cooperation agreements with the Council of Ministers of Education, Canada (CMEC) and provincial and territorial governments and implement agreements in order to support the teaching of English and French as second official languages. This pursue the larger objective set out in the Action Plan for Official Languages announced in March 2003 to double in 10 years the proportion of young Canadians between the ages of 15 and 19 who have a working knowledge of both official languages.

Results

The planned result was met. As the agreements negotiated with the provinces and territories fall within provincial jurisdiction (education), Canadian Heritage had to first reach an agreement with the interlocutor for the provinces and territories, the CMEC, in order to establish a framework of common goals and funding allocation. Once this was done, the Department was quickly able to sign agreements with all the provinces and territories. Mechanisms for maintaining the programs during the entire negotiation process were used so that Canadians who use these official language programs would not be penalized.

The Government of Canada and the CMEC renewed the Memorandum of Agreement in the area of minority-language education and second-language instruction for the period from 2005-06 to 2008-09. The Department subsequently concluded and signed cooperation agreements with the 13 provinces and territories. These cost-sharing agreements set out the parameters surrounding the bilateral cooperation between the Government of Canada and each provincial or territorial government.

A global budget of $911,516,000 is being allocated for the implementation of bilateral agreements with each province and territory, of which $656 million is earmarked for the maintenance and enhancement of regular teaching programs in the provinces and territories (including second-language instruction and minority-language education), and $102.2 million

[12] GPC International, "Attitudes Towards Official Languages-Analysis of a Survey Conducted for the Department of Canadian Heritage", 2002, Ottawa, 2003.
Decima Research inc. "Attitudes et perceptions de la population canadienne à l'égard des langues officielles au Canada / Analysis of a Survey Conducted for the Department of Canadian Heritage", 2006, Ottawa, 2006.

will be used to support additional strategies for second-language instruction. In addition, the Memorandum of Agreement sets out an amount of $107,872,000 for implementing the bursary programs Explore and Destination Clic and the language assistant programs Accent and Odyssey.

For reaching long-term objectives, approximately 2.4 million young Canadians are learning English or French as a second language at the present time. The proportion of young people aged 15 to 19 who declare themselves to be bilingual has risen from 16.4% in 1971 to 24% in 2001.

For French immersion in Canada, the proportion of students enrolled in French immersion has remained stable at 7% in relation to the total student population, while the total number of students has dropped from 337 303 in 2000 to 327 521 in 2003. This decline can be attributed in part to downward demographic trends.

Web Site

http://www.pch.gc.ca/progs/lo-ol/entente-agreement/education/index_e.cfm

Regional Stories

To discover the full stories related to Program Activity 5, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- School and Community Centres (Atlantic Region) *Centre scolaire et communautaire des Grand-vents*: http://www.scscsj.ca

- *Centre scolaire-communautaire Samuel-de-Champlain*: http://www.arcf-sj.org/infrastructures/

- *Centre Ste-Anne*: http://www.centre-sainte-anne.nb.ca/

- Multiculturalism/Outreach Project: A Bridge to Toronto's Communities (Ontario Region): http://www.rcmusic.ca/ContentPage.aspx?name=A Bridge to Toronto Communities and http://www.neighbourhoodcentres.ca/

- Community Approaches to Combating Racism (Western Region): http:// www.johnhumphreycentre.org/content/view/43/57/

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

Creating Aboriginal Partnerships for Community Development

This initiative focused on Government and Aboriginal organizations working in true partnership to address Aboriginal aspirations and issues and in developing communities. An Aboriginal Partnership Model is being developed to engage Aboriginal representatives and experts at the outset of policy and program development and renewal. It was expected that such a model would improve the development and review of culturally appropriate policies, programs, activities, cultural industries, ownership and use of cultural property and other traditional indigenous knowledge matters related to Aboriginal peoples of Canada.

Results

In May and June 2005, the Department coordinated a series of eight national dialogues around Indigenous knowledge. *Traditions: National Gatherings on Indigenous Knowledge* brought together Indigenous Peoples, organizations, youth and Elders to discuss strategies to promote recognition, respect and celebration of Indigenous knowledge. *Traditions* is the only federal initiative to date to rigorously examine the links between culture and Indigenous Knowledge.

In regards to measuring performance, concerning the number and type of partnerships with Aboriginal peoples/organizations, the Department of Canadian Heritage, in 2005-06, entered into over 80 contribution agreements with over 50 Aboriginal organizations through the Aboriginal Peoples' Program, through various kinds of third-party agreements. Approximately 70% of the Aboriginal programming at the Department of Canadian Heritage is provided through third-party delivery, which means that the Department provided funding to recipients that in turn provided funding to ultimate recipients. This delivery method ensured that the programs are responsive to community priorities.

The Aboriginal Peoples' Program (APP) was renewed in 2005-06. This renewal included the approval of a framework to monitor performance on an ongoing basis based on a description of

planned results, performance indicators and data sources. The implementation of the performance measurement strategy began in 2006-07. Improvements will take place in 2007-08 based on findings from 2006-07.

An evaluation of the Aboriginal Friendship Centre Program was completed and approved by the Department's Audit and Evaluation Committee in May 2005. Recommendations were accepted by the Department and are being implemented. The Program will define expected outcomes related to core-funding provided to various Aboriginal organizations. The Programs will work with its partners to ensure the programs and services are responsive to communities' needs and are accessible to all Aboriginal Peoples, whether they live in large urban or small urban, rural or remote communities.

An evaluation of the Aboriginal Representative Organizations Program (AROP) was completed in May 2005**.** Recommendations were accepted by the Department and are being implemented. The Program is also working on the design and implementation of a performance-monitoring framework that meets the accountability requirements for results-based management.

Web Sites

http://www.canadianheritage.gc.ca/aboriginal
http://www.traditions.gc.ca

Diversity of Aboriginal Perspectives: Engaging Aboriginal Communities and Government in a Dialogue

The planned result of this initiative was to ensure that the diversity of Aboriginal perspectives is appropriately reflected in the development and implementation of government policies and programs, specifically the "National Aboriginal Agenda for Action". A National Gathering on Indigenous Knowledge was planned as well as the creation of a Director General Committee on Aboriginal Issues at Canadian Heritage.

Results

All planned results were met, although performance indicators regarding this key initiative are measurable only over several years. Outcomes will be reported in future Departmental Performance Reports.

To engage diverse Aboriginal communities across Canada and the Government in a dialogue on key issues, a major event and a committee contributed to advance the progress of this dialogue. The National Gatherings on Indigenous Knowledge were held in May and June 2005 in communities across the country. A Portfolio Committee on Aboriginal Affairs has been created to raise the profile of Aboriginal issues within the Canadian Heritage Portfolio and the Department has continued to work with other federal departments and agencies involved in Aboriginal issues. Since the creation of the Portfolio Committee on Aboriginal Affairs in 2005, attendance has doubled and the number of presentations of Aboriginal initiatives has also

increased. The scope of work with Aboriginal peoples, Canadian Heritage and its portfolio agencies contributed to the shaping of the federal Aboriginal policy agenda.

Web Site

http://www.canadianheritage.gc.ca/aboriginal

Establishment of Renewed Cooperation and Co-ordination Mechanisms (Community Organizations, Provincial and Territorial Governments and Certain Designated Federal Departments and Agencies)

Further to consultations with official-language minority communities in 2004-05, the Department of Canadian Heritage planned to review its cooperation approach with its community partners and to renew its federal-provincial/territorial cooperation agreements on minority-language services. The Department also intended to establish its action plan to support the development and enhance the vitality of official-language minority communities and to promote both official languages in Canada and to help other departments and agencies to consolidate their own actions plans.

The planned result for this initiative, after a period of 5 years, will be that members of official-language minority communities have greater access to programs and services offered in their language by community organizations, provincial and territorial governments, municipalities and federal departments and agencies. Short-term planned results were also set for 2005-06.

Results

Short-term results for 2005-06 were achieved. The Department's action plan on the implementation of section 41 of the *Official Languages Act* was established. New directions for the action plans of 33 federal departments were developed. The Department invested $14 million with the provinces/territories as part of multi-year federal-provincial/territorial cooperation agreements on minority-language services. New cooperation agreements were signed between the Department and minority-language communities in each of the provinces and territories. The agreements defined the values, principles and underpinnings of the cooperative relationship between community organizations and Canadian Heritage and identified the common desired results regarding the development of the country's minority-language communities. Canadian Heritage invested $32 million in the Community Life program. Ultimately, Canadian citizens living in minority-language communities benefited from improved provincial/territorial services in areas such as health, family, economy and other varied services. Different surveys and studies indicated that there is a continued need for these programs.

An evaluation of the implementation of Section 42 of the *Official Languages Act* was conducted in October 2005. The management agreed with the recommendations and is following-up with an action plan that is: i) ensuring that the respective roles of the Department and the Privy Council Office are clearly defined; ii) developing a common understanding of the coordination mandate arising from section 42 of the *Act*; iii) continuing to raise awareness among federal departments

and agencies of the realities of official-language minority communities and provide tools; iv) setting up an internal network of national and regional interdepartmental coordinators and maintain close ties with the joint committees and official languages committees of the federal councils in the regions; v) developing a performance measurement tool to measure the progress made in implementing section 41 of the *Act*; vi) organizing exchange activities between the champions and the national coordinators; and vii) Establishing coordination groups composed of officials from various federal departments.

Web Sites

http://www.pch.gc.ca/progs/lo-ol/ci-ic/index_e.cfm
http://www.pch.gc.ca/progs/lo-ol/entente-agreement/services/index_e.cfm
http://www.pch.gc.ca/progs/lo-ol/entente-agreement/comm/index_e.cfm
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_04/2005_04_e.pdf

Renewal of Cooperation Mechanisms with the Council of Ministers of Education, Canada (CMEC), Provinces and Territories to Support Minority-Language Education

Through the Minority-Language Education component, the federal government works with partners to provide linguistic minority communities with the possibility of obtaining education in their own language, from kindergarten through to university; to receive a quality education; to gain greater awareness of their own culture; and to manage their schools. The Department pursues the objective set out in the Action Plan for Official Languages announced in March 2003 to increase the proportion of eligible students in minority schools by about 12% in 10 years. The planned result for this initiative, over a period of 5 years, is that members of official-language minority communities have greater access to quality education in their language community. The milestones for 2005-06 were to negotiate cooperation agreements with the Council of Ministers of Education, Canada (CMEC) and provincial and territorial governments and to implement agreements.

Results

All planned results were achieved. The Department has continued negotiations with the Council of Ministers of Education, Canada (CMEC) and the provinces and territories in order to support the teaching of English and French as second official languages.

In November 2005, the Government of Canada and the CMEC renewed the Memorandum of Agreement in the area of minority-language education and second-language instruction for the period from 2005-06 to 2008-09. The Department subsequently concluded and signed cooperation agreements with the 13 provinces and territories. The cost-sharing agreements set out the parameters surrounding the bilateral cooperation between the Government of Canada and each provincial or territorial government. A global budget of $911,516,000 over four years is being allocated for the implementation of bilateral agreements with each province and territory, of which $656 million is earmarked for the maintenance and enhancement of regular teaching programs in the provinces and territories (including second-language instruction and minority-

language education), and $153.3 million will be used to support additional strategies for education in the minority language.

The performance indicator used was the number (annual) of and trend (5-year) of eligible student enrolments in the minority system. According to both Statistics Canada data on enrolments and the last available 2001 Census, approximately 56% of eligible students are enrolled in minority Francophone schools. This is a national average and differences exist across provinces. Approximately 94% of the potential population of English-speaking students is enrolled in English-language schools in Quebec. Enrolments have remained relatively stable over the past 10 years in comparison to the total school population, which has trended slightly upward (9.5 to 10.25). The 2006 Census will provide more data to analyze trends over the past five years.

Web Site

http://www.pch.gc.ca/progs/lo-ol/entente-agreement/education/index_e.cfm

Regional Stories

To discover the full stories related to Program Activity 6, please go to "Departmental Performance Report, 2005-06" on the Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- Development of Settlement Services for Immigrants in Francophone areas (Atlantic Region): http://www.pch.gc.ca/progs/lo-ol/entente-agreement/services/nb/annexe-scheduled_e.cfm

- Establishment of the *Assemblée de la Francophonie de l'Ontario (AFO)* (Ontario Region): http://www.afo.franco.ca/

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 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 activities that foster participation, the Department expects that Canadians will become more engaged in Canada's communities and civic life.

Multiculturalism: Collaborative Efforts to Increase Full Participation in Canadian Society

The face of Canada is changing. Over the past decade, diversity in Canada has increased and today more than 200 different ethnic groups and over 60 religious affiliations are represented. According to the 2001 Census, 18.4% of the population was born outside of Canada, the highest proportion in 70 years.

The Multiculturalism Program supports the implementation of the objectives of the *Canadian Multiculturalism Act.* Its goal is to help people overcome barriers related to race, ethnicity, cultural or religious background that prevent their full participation in Canadian society. The Department provides financial support (grants and contributions) through project funding to increase the participation of ethno-cultural communities in society and to address discrimination and racism. It also supports projects that help lead to change in public institutions to develop policies, programs and services that are more responsive to Canada's increasing diversity.

The planned result for this initiative was that Canadians have the capacity and opportunity to participate in Canadian society regardless of ethnicity, cultural or religious background.

Results

The projects undertaken by the Multiculturalism program contributed to the achievement of this result, which requires the support of all federal partners, other levels of government, the private sector and Canadians. The planned result was partially met.

A Canada for All: Canada's Action Plan Against Racism

The Department continued to develop and implement *A Canada for All: Canada's Action Plan Against Racism*. This federal framework builds on existing measures that strengthen the Canadian model of citizenship. Its longer-term goal is to help reduce specific race-related barriers that can impede the full potential of Canadians of diverse origins and cultures.

The *Action Plan* was announced on March 21, 2005. A total of $56 million was committed over five years for new initiatives that address gaps in programming in four federal departments (Canadian Heritage, Human Resources and Social Development, Citizenship and Immigration Canada and Justice Canada.). The *Action Plan* also includes over 40 existing initiatives and programs already under way in more than 20 other federal organizations.

More information on the progress of the *Action Plan* will be available in the 2005-06 *Annual Report on the Operation of the Canadian Multiculturalism Act* due to be tabled in Parliament in February 2007.

The summative evaluation of the Multiculturalism Program (October 2005) covered the period 1999-2004. Overall, the program received a good evaluation. It noted the following: i) the response from stakeholders to multi-year funding has been positive; ii) the available evidence suggests that the Multiculturalism Program did not encounter problems with overlap and duplication during the evaluation period; iii) some suggestions for improving cost-effectiveness were identified; iv) considerable progress has been made in developing performance monitoring for the program, although some areas were identified for improvement; v) most of the surveyed funding recipients expressed a high level of satisfaction with various aspects of program design and management; vi) community and federal stakeholders identified a number of strengths in the design and management of the program; and vii) some suggestions for improving design and management were identified.

The recommendations were accepted. The first phase of the evaluation response is being implemented. It includes specific measures to clarify program outcomes and priorities, improve cost effectiveness, increase integration with regional offices, and strengthen management practices. The second phase will be implemented in 2006-07 and 2007-08. This longer-term phase involves examining whether the Multiculturalism Program needs to be modified given the ever-changing Canadian context.

Web Sites

http://www.pch.gc.ca/progs/multi/index_e.cfm
http://www.canadianheritage.gc.ca/progs/multi/plan_action_plan/index_e.cfm
http://www.pch.gc.ca/multi/plan_action_plan/index_e.cfm
http://www.pch.gc.ca/progs/multi/reports/ann2003-2004/index_e.cfm
http://www.pch.gc.ca/progs/multi/canada2017/index_e.cfm
http://www.pch.gc.ca/progs/multi/asian-asiatique/index_e.cfm
http://www.pch.gc.ca/progs/multi/black-noir/index_e.cfm
http://www.pch.gc.ca/march-21-mars/index_e.cfm
http://www.pch.gc.ca/special/mdc/main/index_e.cfm

Aboriginal Women and Youth

These initiatives are part of ongoing programs. Canadian Heritage is a leader in enabling Aboriginal women and Aboriginal Youth to participate in community and civic life. The planned result for these initiatives was that Aboriginal women and youth are engaged and participate in community and civic life.

Results

Planned results were achieved. The Aboriginal Women's Program (AWP) supported the operation of National Aboriginal Women's organizations representing Métis, First Nations, non-status Indian and Inuit women to provide political representation and advocacy. The program supported 47 Aboriginal Women's projects in 2005-06 across Canada that addressed issues affecting Aboriginal women and their families and strengthened their cultural identity and traditions. These projects included a motivational speaker series, information and awareness-raising campaigns on the role of women in Aboriginal cultures, development of an Aboriginal women's research forum, and initiatives that reach out to Aboriginal women and families still affected by Bill C-31 to support them in reclaiming their identities.

Support for Aboriginal youth is an element of the Aboriginal People's Program (APP), which was renewed in 2005-06.

Projects for women and girls such as parenting classes, sports activities, and drug and alcohol counselling were held in many communities across Canada.

Aboriginal people do not share the same quality of life as other Canadians in cities across the country (Statistics Canada Census 2001). They are generally in poorer health, have lower levels of educational attainment and lower household income than non-Aboriginal people. Socio-economic indicators, such as educational attainment, labor force activity, income levels and rates of substance abuse, crime and incarceration are significantly more serious for Aboriginal youth than for non-Aboriginal youth living in urban settings. In the absence of effective action, the long-standing problems facing Aboriginal youth in urban areas are likely to get worse and more visible as the Aboriginal population continues to grow more rapidly than the non-Aboriginal population.

Research shows that urban Aboriginal residents are working hard to improve their standard of living and are pursuing activities for maintaining their Aboriginal cultural identities. For example, more Aboriginal youth in urban centers are attending school. Between 1981 and 2001, school attendance of Aboriginal youth in urban centers increased from roughly one-third to two-thirds and the proportion of urban Aboriginal male youths who had completed high school increased significantly. In addition, the proportion of Aboriginal youth with post-secondary education also increased significantly over the same period. In some urban centers, Aboriginal people with university degrees have higher employment rates than non-Aboriginal people with university degrees. Other indicators such as employment and dependence on social assistance also showed improvement over the same period.

Web Site

http://www.canadianheritage.gc.ca/aboriginal

Canada Volunteerism Initiative

The Canada Volunteerism Initiative (CVI), which is the Community Participation Program's major funding vehicle, supports three national centres and 13 local networks (one in each province and territory) with just over $8 million in contributions provided in 2005-06.

Volunteers contribute substantially to our quality of life and to the vitality of our communities. The 2004 *Canada Survey of Giving, Volunteering and Participating* (released in June 2006) estimated that there are 11.8 million volunteers in Canada. Through the CVI, the Department: i) supports a vibrant network of voluntary organizations in each province and territory; ii) promotes improved awareness and understanding of volunteerism; and iii) helps voluntary organizations increase their capacity to recruit and retain their volunteers and enhance the experience of volunteering.

Results

Key planned results of this Initiative are an increased knowledge and understanding of volunteering issues and an increased capacity of volunteer organization to recruit and retain volunteers. Planned results have been met.

To date, the CVI has supported over 120 demonstration and research projects. Examples of these have supported efforts to attract and retain youth and people from ethno-cultural communities to volunteering, boost employee participation in corporate volunteering programs and examine the role of seniors in sustaining rural communities. Over 80 resources (training materials, guides and other tools) have been developed from the most successful projects and disseminated through CVI networks. Moreover, the CVI supported promotional campaigns, materials and events such as the Global Youth Service Day, which generated more than 900 000 youth volunteer hours across Canada in 856 events (up from 160 000 hours and 352 events the previous year). It has also created opportunities for national and community leaders to discuss issues and find solutions

related to volunteerism. In 2005-06, hundreds of activities were held to support volunteerism action plans and related community investment strategies. An unexpected achievement has been the commitment in the Nova Scotia Speech from the Throne to take concrete action on the recommendations of a CVI report on volunteers and the appointment of a Minister responsible for volunteerism.

A formative evaluation of the CVI was completed in October 2005. The evaluation found that the program's design, delivery and implementation were sound and effective; that the CVI was on track to achieving its intermediate and ultimate outcomes; and that the performance measurement strategy was good with only small adjustments required. Four minor recommendations were made and all of these have been addressed by the Department.

An audit of one national centre was also completed in 2005-06 and no significant issues were identified.

Web Site

http://www.pch.gc.ca/progs/pc-cp/cvi_e.cfm#1

Exchanges Canada, Katimavik, Young Canada Works: A Focus on Youth Participation

Research and surveys have highlighted Canadian youth's limited knowledge of Canada and their lack of desire to engage in formal modes of participation such as voting. In response, the Department continues to examine the contribution of departmental programs to active youth participation. Over the past two years, efforts have been particularly concentrated on increasing young peoples' knowledge of their country and on ensuring that youth have the networks, the will and the opportunities they need to become engaged in their communities and in public dialogue.

The planned results for this initiative were as follows: i) participants connect to one another and enhance their knowledge and appreciation of Canada and its diversity; ii) participants gain new skills; participants gain an appreciation of community service and citizen engagement; and iii) youth are knowledgeable about Canadian stories and governance. The milestones for 2005-06 were: i) the continuation of efforts to ensure youth participants reflect Canada's diversity; and ii) the expansion of horizontal collaboration with a range of stakeholders to increase youth participation in their communities and in policy dialogue.

Results

Planned results were met. In 2005-2006, the Youth Participation Directorate's programs, which include Exchanges Canada, Katimavik, Young Canada Works and Canadian Studies, offered over 19 000 youth the opportunity to learn more about Canada and its institutions, to connect with one another across diversity, to enhance their skills, to develop solutions to issues that matter to them and to undertake hands-on community projects. Given the diversity of youth needs and circumstances, the Directorate has been engaging youth through various mechanisms.

For example, innovative and interactive learning materials and activities were produced and used by students, instructors, non-profit organizations and the public. A special edition of *Teach Magazine* on the themes of citizenship, multiculturalism and diversity has received over 280 000 hits since it was posted on the Web in October 2005 and over 20 000 hard copies of accompanying lesson plans were printed and distributed to educators. In January 2006, 450 000 students under the age of 18 from more than 2 450 schools across Canada participated in *Student Vote*, a simulated election in which students voted for the actual candidates running for the federal election that took place that month. This initiative successfully engaged youth in active civic life.

Community service learning and youth volunteerism initiatives, including Katimavik and the new Youth-led Community Action Projects pilot gave participants the opportunity to get involved in projects that address community needs. Early pilot results indicate that participants are taking ongoing responsibility for, and action in, areas that matter to them and their communities. Thematic youth forums and exchanges, in cooperation with community-based organizations brought young people together from across the country to learn about different facets of Canadian society and to tackle issues they care about. In fall 2005, Yellowknife was host to the *Youth Taking Charge Roundtable*, where 51 youth and 24 adults from the three northern territories discussed the role of youth in northern community development and provided the young participants with the tools needed to effect positive community change.

Exit questionnaires consistently demonstrated that participants in these activities have, as a result of their experience, a greater appreciation for Canada's diversity, greater comfort in their second language, and an increased desire to get involved in their own community. In 2005-06, 84.4% of forum participants reported that their experience helped them to better understand other cultures, and 95.4% of exchange participants stated that their experience helped them learn new things about Canada. In 2005-06, 87% of Young Canada Works respondents agreed that their summer work experience would help them find employment in their field.

Through the Department's youth programs, many young participants experienced Canada's geographic, cultural and linguistic diversity personally for the first time. To ensure that participants not only experience Canada's diversity but also reflect it, Exchanges Canada sets targets for proportionate regional representation and for activities related to official languages, and provides funding for special measures to remove barriers to the participation of under-represented groups including Aboriginal youth, visible minority youth, youth from rural or isolated communities, youth with disabilities and youth from disadvantaged households. According to preliminary data for 2005-06, the Program has achieved or surpassed the majority of its participation targets.

Three of the four program sub-sub activities recently underwent summative evaluations: Exchanges Canada and Canadian Studies, in 2005, and Katimavik, in 2006. These evaluations emphasized the desirability of measuring long-term program impacts on participants. This is a frequently encountered challenge for youth programs, given the high level of mobility of the participant pool. An additional challenge the program continues to face is measuring long-term

impacts on youth participants, separate from all other influences on these youth such as school, marketing, media, family, etc.

Web Sites

Exchanges Canada
http://www.exchanges.gc.ca/

Katimavik
http://www.katimavik.org

Young Canada Works
http://www.pch.gc.ca/ycw-jct/

Canadian Studies
http://www.pch.gc.ca/progs/pec-csp/index_e.cfm

Celebration, Commemoration and Learning

This initiative is part of ongoing programs. An integrated and dynamic federal approach to national celebrations and commemorations integrates annual themes into the many activities that the government and its partners initiate every year through the Celebrate Canada Program and multiple commemoration and learning activities. Funds, in the form of grants and contributions, are distributed via regional offices to communities across the country for celebrations. The planned results of this initiative were: i) Canadians are aware of Canadian history, achievements and feel a sense of connectedness with Canadian identity and values; ii) Canadians have the opportunity to learn about and celebrate Canada's diversity, culture, history and achievements; and iii) Canadians are enabled to organize and participate in events that celebrate Canada's diversity, culture, history and achievements.

Results

Planned results were partially met due to the scope for improvement in collecting performance data. The 2005-06 fiscal year offered numerous opportunities for Canadians to participate in and be engaged in activities to celebrate and learn more about Canada's diversity, culture, history and achievements, whether it be through Canada Day celebrations, the Year of the Veteran, the 40th Anniversary of the Flag (which was celebrated across the country by schools, organizations and municipalities), the Canada Day Poster Challenge or the awarding of Canada Day Youth Awards. In 2005, Canadians also celebrated the 100th anniversary of the entry of Alberta and Saskatchewan into Confederation. Canadians were given opportunities to learn about the history and achievements of the two provinces and strengthen connections with each other by participating either in local or national events.

The actual number of participants in events organized by the recipients of grants and contributions can only be estimated. More than 1 600 projects were funded from across Canada, for a total of $2,899,000 in approved grants and contributions for Celebrate Canada! in 2005-06.

Evaluation questionnaires were sent to all regions and post-mortem evaluation sessions were held following the Canada Day celebrations. Presidents and Vice-Presidents of provincial and territorial committees as well as Canadian Heritage Regional Offices were consulted so that lessons learned and best practices could be shared with the goal to improve yearly implementation of Celebrate Canada! Overall, the reports were very positive, with the level of reported success varying from one region to another.

Web Site

http://www.pch.gc.ca/pc-ch/sujets-subjects/cit-ident/celeb/index_e.cfm

Ceremonial and Protocol

Canadian Heritage organizes and delivers national ceremonies and Royal Visits, provides advice on state ceremonial and protocol matters to Canadian dignitaries and high officials and other governmental and non-governmental clients, and develops protocol policies and guidelines.

The planned results for 2005-06 were: i) clients have access to and are pleased with the quality of expertise in matters of ceremonial and protocol; ii) Canadians are aware of Canada and its institutions, symbols, values and identity; and iii) more Canadians appreciated Canadian institutions through participation in, and media coverage of, ceremonial events.

Results

Planned results were met. The 2005-06 fiscal year saw a number of large-scale events planned or supported by Canadian Heritage, all well attended. Many of these were one-time events, such as the Royal Visit of May 2005, the Lying-in-State of Sergeant Ernest "Smoky" Smith, V.C. in August 2005 and the Installation of the Governor General in September 2005. Events held during the Royal Visit were attended by thousands of Canadians. The Installation of the Governor General generated over 200 articles, photos and letters to the editor across the country. The Major Events and Celebrations Web site receives, on average, nearly half of the visits to the departmental site as a whole. For example, in October 2005, the departmental Web site had 797 587 hits, and of those, 324 137 were to Major Events and Celebrations pages, primarily the pages dedicated to Canadian symbols and institutions. Of the top 10 Major Events and Celebrations Web pages visited in October 2005, five were directly related to national symbols.

Web Sites

Royal Visit 2005
http://www.pch.gc.ca/special/royalvisit2005/index_e.cfm

National Flag of Canada Day
http://www.pch.gc.ca/special/flag-drapeau/index_e.cfm

International Expositions (Aichi, Japan, March to September 2005)

Canada's participation in international expositions held abroad is planned, implemented and managed with the close cooperation of other federal departments, provinces and territories and the private sector. The Department also represents the Government of Canada at the *Bureau international des expositions* (*BIE*), the body that controls the frequency and quality of international expositions. It also insures that the requirements of the *BIE Convention* are met when an international exposition is held in Canada.

This initiative has two planned results: i) Canada's interests abroad are broadened and asserted through its participation at international expositions sanctioned by the BIE; and ii) Canadians participate in projecting Canada's interests in the world through international expositions.

Results

Planned results were met. The Government of Canada succeeded in broadening the images of Canada in Japan and Asia by showcasing its diversity, creativity and innovation. Good support was provided to Canada's diplomatic, business and cultural interests in Japan and Asia. And finally, Canadians and other visitors in Expo 2005 appreciated the use of modern technology and special events programming. The Canada Pavilion welcomed more than 3.3 million visitors over the course of six months, doubling the initial target of 1.5 million. Other results achieved include: i) the project was delivered under-budget (approximately $36 million); ii) almost 10 000 VIPs and special guests visited the Pavilion, including Their Majesties the Emperor and Empress of Japan and Her Imperial Highness Princess Takamado; and iii) over 50 key partners and collaborators took part in the business and trade program.

The findings of the Canada Pavilion's Exit Survey indicated that visitors learned about Canada's natural, environmental and cultural diversity, its citizens and Canada's creativity. The survey was done twice (in June and August 2005) through a face-to-face interview between visitors and hosting staff. Both times, 300 interviews were performed. Overall, Expo 2005 has been a great learning experience, both for Canadian organizers and for participants.

Web Sites

http://www.pch.gc.ca/progs/expo/index_e.cfm
http://www.expo2005.or.jp/en/nations/2b.html

Regional Stories

To discover the full stories related to Program Activity 7, please go to "Departmental Performance Report, 2005-06" on Canadian Heritage Web site: http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

- The Diversity of Values and Religions Beliefs in Colleges and Universities Project (Quebec Region) : http://www.tolerance.ca/
- Civic Participation of Ethno-Cultural Communities in the School System Project (Ontario Region) (information is available upon request at: mail@kdchc.org)
- Winnipeg Aboriginal Sport Achievement Centre (WASAC) (Prairies and Northern Region): http://masrc.com/wasac/
- Diversity in Sport (2005 Canada Summer Games, Regina, Saskatchewan) (Prairies and Northern Region): http://www.2005jeuxducanadagames.ca/
- Bridging Education & Resources (BEAR) II (Western Region) (No Web site available)

Other Key Initiatives

The 2005-06 *Report on Plans and Priorities* of the Department of Canadian Heritage contained additional key initiatives related to sport and tourism that supported many program activities, over and above those already described. The following is a report on the results achieved.

Inter-Governmental and Multi-Partners Initiatives
The Federal-Provincial-Territorial Culture/Heritage and Tourism Initiative

This initiative focuses on the relationship between culture/heritage and tourism. It is a collaboration involving all 13 provinces and territories as well as Canadian Heritage. Launched as a two-year pilot project in November 2003, it will be renewed for two years starting October 2006.

The long term goal of this initiative is to have the important and unique contributions of the arts, heritage and culture to Canadian tourism fully recognized and better supported by all tourism participants, and especially government stakeholders; and to mitigate threats and enhance the social, cultural and economic benefits of tourism for the arts, culture and heritage. As the initiative progressed, planned outcomes were modified and new work was added.

Results

Planned results were modified and met, some were even surpassed. In 2005-06, Canadian Heritage pursued the second year of a two-year initiative with provinces and territories, examined key issues and developed tools in three areas: i) the distribution of economic benefits of tourism; ii) building the capacity of cultural and heritage organizations to be active in the tourism market; and iii) gaining a better understanding of the relationship between Aboriginal cultures and the tourism dynamics, both from the standpoint of the role of tourism in building cross-cultural understanding and of capacity issues for the Aboriginal cultural and heritage tourism in the context of tourism.

Challenges and risks were fully addressed. A North American standard for measuring the economic impact of culture and heritage events was developed. A set of winning strategies for collaboration between culture/heritage and tourism stakeholders was completed. Recommendations were prepared for an Aboriginal community-driven set of guiding principles to help guide communities that wish to use tourism as a way to foster connections between Aboriginal and non-Aboriginal Canadians. Various tools were developed to raise awareness ad create a greater understanding of the economic progressed in the broader context of on-going work by counterparts in FPT tourism ministries on the development of a national approach to tourism. The model for collaboration developed under this initiative now serves as a model for conducting cooperative activities among ministries of culture and heritage on other issues of shared concern.

Work also focused on coordinating the development of a vision and a plan to renew the initiative for a two-year period. The process was new, complex and required extensive consultation.

In conclusion, this initiative resulted in a better picture of culture/heritage tourism activity, issues, and accomplishments across Canada. Canadian Heritage and its partners succeeded in developing a national network around cultural/heritage and tourism-related issues and in developing a policy position on tourism. Social, cultural and economic benefits of tourism benefit all Canadians.

Inter-Governmental and Multi-Partners Initiatives: 2010 Games, Preparing for the Canadian Olympiad

The overall planned results of this key initiative were: i) to bring sustainable social and economic benefits for Canadians; ii) to ensure that Canadians of diverse origins participate in various 2010 related activities; and iii) in working closely with its Games hosting partners, to ensure the accountable and transparent use of public funds, to protect and advance public interests and priorities, including the engagement of Aboriginal communities and the promotion of official languages, and to facilitate the engagement of the federal government in the planning and the hosting of the 2010 Winter Games.

Results

These planned results were partially met. The Secretariat continued to work within its established Framework for Federal Coordination (FFC), in which over 30 federal departments and agencies participate and contribute. The Secretariat provided leadership in delivering on the Government of Canada's hosting commitments, including essential services and made strategic efforts to leverage existing resources and new investments to maximize the social, economic, and cultural opportunities and impact of the 2010 Winter Games across Canada and for all Canadians.

The engagement of francophone communities across Canada to ensure Games that are inclusive of all Canadians is being accomplished by working in close collaboration with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games (VANOC). The Federal 2010 Games Secretariat, in conjunction with VANOC, has helped to organize consultation sessions with Francophone communities, in particular the Canadian Foundation for Cross-Cultural Dialogue and the *Fédération des francophones de la Colombie-Britannique*.

The Lil'wat, Musqueam, Squamish, and Tsleil-Waututh communities are the four First Nations that will host the 2010 Olympic and Paralympic Winter Games on their traditional territories. The Secretariat supported the establishment of the Four Host First Nations Society to promote and support Aboriginal engagement in the Games. In December 2004, the Government of Canada allocated $2 million in funding over five years to support the on-going development and operation of the Four Host First Nations Society. In 2005, the federal government's 2005-06 contribution was up to $400,000 to fund the Society, and enabled the participation of the Four Host First Nations in the 2006 Olympic and Paralympic Winter Games in Torino.

Fiscal year 2005-06 marked the first of VANOC's major outdoor venues, including the Whistler Nordic Competition Venue, the Whistler Sliding Centre and the Richmond Speedskating Oval site, being subjected to comprehensive reviews pursuant to the *Canadian Environmental Assessment Act* (CEAA). Environmental Assessment Screening Reports have been prepared for these venues and contain key monitoring and reporting requirements where applicable. Compliance with the requirements contained in the Environmental Assessment Screening Reports is a condition of funding for VANOC and must be completed and approved by the Government of Canada prior to the beginning of construction.

A horizontal and integrated Results-Based Management and Accountability Framework and a Risks-Based Audit Framework were finalized. Eleven federal departments have contributed to the formulation of the performance indicators and will participate in the upcoming evaluations of the federal engagement in the 2010 Winter Games.

2006 Olympic and Paralympic Winter Games in Torino, Italy

The 2010 Federal Secretariat coordinated the participation of 36 senior federal officials, responsible for the delivery of essential federal services or involved in maximizing opportunities and impacts of the 2010 Winter Games in the International Olympic Committee's (IOC) and International Paralympic Committee's (IPC) Observer Program. This unique approach to information sharing will benefit the delivery of services for the 2010 Winter Games.

Canada's results at the 2006 Olympic and Paralympic Games in Turin, Italy were some of our best ever. During the Olympics, Canada placed third in the medal count with 24 medals. This total is the highest medal count Canada has achieved at Olympic Winter Games. During the Paralympics, Canada placed 6th with 13 medals and was the only country to win medals in all four sports, with Gold in Hochey, Curling, Nordic and Alpine.

The federal government worked very closely with the Province of British Columbia including other partners (City of Vancouver, Resort Municipality of Whistler, VANOC, Canadian Olympic and Paralympic Committees) on all aspects of the Games planning and delivery. Also, engagement of federal/provincial/territorial partners reflected a high level of cooperation and has advanced in specific areas of collaboration, such as sport and recreation; health and wellness; and culture and diversity.

Web Site

http://www.canada2010.gc.ca

Corporate Services

In the Program Activity Architecture of the Government, Corporate Services supports all Strategic Outcomes and are considered as a special program activity.

In our Department, Corporate Services include:

- Legal Services;
- Informatics Services;
- Financial and Administrative Services;
- Human Resources and Workplace Management Services;
- Communications;
- Audit and Evaluation Services;
- Corporate and Regional Management; and
- Deputy Minister's Office, Associate Deputy Minister's Office, Ombudsman and Corporate Secretary.

Corporate Services	
Actual Financial Resources (in $ millions), 2005-06	61.8
Actual Human Resources (FTEs), 2005-06	538

Corporate Services provide integrated services to the Department of Canadian Heritage, including support to executives in the areas of legal, human resources, financial resources, grants and contributions management, horizontal policy development, portfolio management, relations with other levels of government, communications, knowledge, information and technology management, audit and evaluation services, regional services, sector and corporate planning and reporting. The goal of Corporate Services is to ensure that the Department has the information, resources, processes, technology and tools necessary to deliver effectively and efficiently the Department's programs and services to Canadians.

Management Accountability Framework (MAF)

The publication *Results for Canadians*, and the subsequent adoption of the *Management Accountability Framework (MAF)* (http://www.tbs-sct.gc.ca/maf-crg/documents/booklet-livret/booklet-livret_e.asp) by the Treasury Board Secretariat, provided the Department of Canadian Heritage with a clear vision as well as specific expectations with regards to its management agenda. In 2005-06, special emphasis was placed on:

- the implementation of the MAF;
- the integration of performance information;
- Human Resources;
- Service Improvement Initiative; and
- Program Evaluation.

MAF has been implemented at the Department of Canadian Heritage since 2003. During the fist half of 2005-06, the Department implemented the MAF with its 25 indicators (http://www.tbs-sct.gc.ca/maf-crg/indicators-indicateurs/ind-2004_e.asp) and worked closely with the Treasury Board Secretariat of Canada (TBS) to respond to the preliminary MAF assessment for the year 2004-05.

In September 2005, TBS announced a new grid for MAF with 41 performance indicators and more than 100 performance measures (http://www.tbs-sct.gc.ca/maf-crg/indicators-indicateurs/ind-2005_e.asp). The Department faced this new reporting requirement and prepared its own MAF self-assessment report according to these 41 performance indicators. TBS based its MAF preliminary assessment on its own database and sent it at the end of December 2005. As this document did not take into account all results achieved, the Department undertook discussions with TBS and the Public Service Human Resources Management Agency of Canada (PSHRMAC). The final assessment, sent in May 2006, contained an assessment for each performance indicator and a ranking.

TBS and PSHRMAC noted priorities for the Department including: i) to discuss performance measurement and outcomes achievements in greater detail; ii) to undertake measures to improve compliance with the Management of Information Technology Security standard; and iii) to define the governance structure for Government On-line.

Finally, TBS and PSHRMAC encouraged the Department to work with them to reduce ineffective rules and controls that may constrain management and interfere with providing efficient program and service delivery. The focus on the coming year will be on the Federal Accountability Act Action Plan, grants and contributions, procurement, financial management and professional excellence of the Public Service.

MAF Evaluation and Planning Tool

Canadian Heritage began the development of a strategic tool to better assess “where we are with MAF, what is important for us, where we want to be and how.” This tool was planned also as an awareness mechanism of the state of our decision-support systems. The process to determine a criticality index combined three factors: i) assessment of importance of each MAF indicator for Canadian Heritage, given its relevance to Canadian Heritage mandate and priorities; ii) sources of information for MAF; and iii) potential level of achievements (from level 1 to level 4). Completion of the MAF tool is ongoing.

Performance Information

Enhanced integration of performance information is the focus of an ongoing management priority at the Department of Canadian Heritage. In 2005-06, the Department was in the second year of the triennial implementation plan designed for its *Integrated Planning and Reporting Model*. Under this model, Canadian Heritage seeks to further improve its reporting function by strengthening the relationship between the information presented to Parliamentarians and Canadians in its *Report on Plans and Priorities* and *Departmental Performance Report*. Sectors prepared Business Plans and participated in a Mid-Year Review process. To support its governance function, the Department of Canadian Heritage also implemented as of April 1, 2005 both its performance management strategy, closely associated with the development and update of the departmental *Program Activity Architecture (PAA)*, and the *Management, Resources and Results Structure (MRRS)* policy. Enhanced integration of performance information will contribute to reliable and systematic decision-making throughout the organization.

At the moment, the Department uses a variety of management tools including: program evaluations, audits; studies, polls, surveys and progress reports; collection of data and analysis; program and policy analysis, and development of information management systems. This is a work in progress. Work has begun to refine performance indicators to further improve programs and policies. But much remains to be done before the Department can develop and implement a Performance Measurement Strategy.

To produce good and meaningful performance information and ultimately, improve results for Canadians, the Department should better define its needs, allocate more resources to this management function, undertake more training and refine its management information systems.

Human Resources and Workplace Management

In 2005-06, the Human Resources and Workplace Management Branch continued with its approach to develop three core strategies that focus all the work of the Branch on the Department's business needs. A new resourcing strategy sets out an approach to staffing and classification that capitalizes on the flexibilities of the *Public Service Modernization Act*. It includes an integrated approach to planning that has enabled the Department, for the first time, to begin forecasting staffing needs, including organizational needs and assets, at the occupational group level.

The Department has also developed its first well-being strategy and action plan to advance support for individual, organizational and physical well-being. Work continued on the implementation of the learning strategy and action plan to ensure that solid organisation and individual learning supports are in place that are essential to a high performance workplace.

In 2006, the Department was accorded the highest ratings assessed by the PSHRMAC for the work accomplished in 2005-06 in the following fields: management of leadership and organizational values and ethics, human resources planning, official languages, EX performance and the readiness to implement the *Public Service Modernization Act*. The Department was also cited for its approaches to workforce and workplace management and learning. The booklet,

How to Apply for a Job, was accorded the Michelle Comeau Award and has been used by a number of federal organizations to assist employees in understanding recent changes to the staffing regime. Branch employees also received the 2005 Government of Canada Award for Management Excellence and the 2006 Mercer Vision Award in recognition of their innovative work in the design and implementation of the human resources and workplace management planning dashboard.

Service Improvement Initiative

A key element of the Service Improvement strategy revolves around the delivery of grants and contributions, which account for over 80% of the Department's budget. Our focus is on improving service to Canadians based on our clients' expressed needs and policy priorities while exercising responsible stewardship of limited public funds.

A Service Improvement Roadmap was developed resulting in an integrated strategy to identify significant enterprise-wide service improvement opportunities. Canadian Heritage is continuing to develop preliminary plans to upgrade its enterprise-wide IM/IT infrastructure in order to deliver new efficiencies for all stakeholders involved in the processing of grants, contributions, and tax credit applications - including applicants, program officers, and management. This system will enable clients to submit applications over the Internet and will leverage current Government of Canada technology investments, such as Records, Document and Information Management System (RDIMS), Financial Management System (FMS-SAP), and Secure Channel.

As part of Canadian Heritage's obligations in meeting the requirements of both the *User Fees Act* and the Policy on Service Standards for External Fees, service standards are outlined and published by impacted Canadian Heritage Programs on their Internet pages and where required have been modified in order to ensure Policy and Act compliance and data consistency in reporting within the Departmental Performance Report (Tables 8-A and 8-B).

Canadian Heritage uses the Common Measurement Tool (CMT), and is developing service standards as outlined in the Policy Framework for Service Improvement. Baseline data obtained from survey work has been used to develop new service delivery standards for regionally delivered programs and services which will be piloted and rolled out to clients in 2006-07, followed by other Canadian Heritage programs through a phased approach.

Canadian Heritage is also undertaking a Business Process Mapping, initially within several key program areas, to pilot and help inform other activities (such as the end-to-end on-line processing capability referenced previously), which will be expanded as resources permit to other Canadian Heritage programs and services to achieve better service delivery and meet client expectations. Business Process Mapping will enable the identification of opportunities to streamline and potentially automate processes, while ensuring effective controls.

Evaluation Plan

The Department of Canadian Heritage has structured its audit and evaluation function to support and enhance corporate decision-making. Based on an assessment of departmental priorities and reporting obligations for 2005-06, the audit and evaluation plan is considered an important strategic planning tool. This plan identified audit and evaluation work needed to support renewal requirements, reporting obligations to Cabinet, as well as risk assessments. Audit and evaluation results provide the Deputy Minister and senior management with information on the continued relevance, results and impact, cost-effectiveness and alternatives of programs, policies and initiatives.

Internal audit work was guided by risk principles and focused on the three key results areas identified in the Treasury Board Policy on Internal Audit (risk management strategy and practices, management control frameworks and practices, and information used for decision making and reporting).

Initial audit and evaluation activities identified in the *2005-06 Report on Plans and Priorities* were based on preliminary forecasts and differ from those conducted over the course of the year following the approval of the 2005-06 audit and evaluation plan.

Table 12 of this report lists all evaluation and audit reports completed and tabled before the Departmental Audit and Evaluation Committee in 2005-06 and provides links to view the individual reports.

The Department is working on strengthening its audit and evaluation capacity to deliver on the accountability and stewardship expectations under the Government's Management Accountability Framework and related commitments. Results of audit and evaluation activities are being more strongly linked with policy and program development, planning, and performance measurement and management.

The Department has also developed an action plan to ensure that the Department successfully implements and meets requirements of the new internal audit policy effective April 1, 2006.

Summary Table: Results of All Key Initiatives

The Summary Table presents the results of all planned key initiatives as they were indicated in the *Report on Plans and Priorities* of the Department of Canadian Heritage in 2005-06 (for fiscal year ending March 31, 2006). We have indicated results under the following 6 categories:

All planned results were achieved.	**Met**
Only some planned results were met.	**Partially met**
Results achieved were above planned results.	**Exceeded**
The initiative has been cancelled.	**Cancelled**
The initiative has been changed and new planned results were set.	**Modified**
Planned results were not achieved.	**Not met**

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

Program Activity 1: Creation of Canadian Content and Performance Excellence

Planned Results as in *RPP 2005-06*	**Overall Result Achieved in 2005-06**
Program Sub-Activity: Arts and Cultural Industries (1.1)	
Key Initiative 1:	**Met**
An Audiovisual Policy for the 21st Century **A) Broadcasting: Looking to the Future (Government of Canada, Response to Our Cultural Sovereignty: The Second Century of Canadian Broadcasting)** **Planned Result:** The direction set by the Government's response to *Our Cultural Sovereignty: The Second Century of Canadian Broadcasting* will enhance the ability of the broadcasting sector to adapt to new technologies, improve the governance of the Canadian broadcasting system, and provide access for Canadians to high-quality, distinctively Canadian television programming.	

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
B) Film, Video and Sound Recording: New Challenges, New Opportunities **Planned Result:** Modernization of Canada's audio-visual policy instruments leads to increase in Canadian content, enhanced ability of the film sector to adapt to new technologies and new realities and improved access for Canadians to diverse cultural expression.	**Modified**
Key Initiative 2: **Facilitating the Transition to the Digital Economy – Copyright Reform and Cultural Content on the Internet** **Planned Results:** Advanced Canadian e-content is produced for digital networks; and Copyright legislation remains relevant in the context of rapid change.	**Met**
Key Initiative 3: **Creating Canada Together** **Planned Result:** Programs that are part of the cultural package continue to yield results for Canadians by increasing access to diverse cultural expression and enhancing the sustainability of the cultural sector in Canada.	**Met**
Program Sub-Activity: Sport (1.2) ***Program Sub-Sub-Activity: Sport Support and Hosting (1.2.2)***	
Key Initiative 4: **Strengthening Sport Leadership** **Planned Result:** A new Coaching Governance Structure is implemented.	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Key Initiative 5:	**Partially met**
Maximizing the Benefits of Hosting **Planned Result:** Opportunities to bid for and host international events in Canada.	

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Key Initiative 6: **Providing Strategic Support for High Performance Sport Programming and Promoting Technically Sound Sport Development** **Planned Result:** Systematic achievement of podium performances by Canadian athletes at future Olympic and Paralympic Games and World Championships.	**Met**
Key Initiative 7: **Harmonizing the Canadian Sport System** **Planned Result:** More collaboration among different partners in the sport system and more effective links between initiatives to meet objectives.	**Partially met**

Program Activity 2: Sustainability of Cultural Expression and Participation

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: Arts and Cultural Industries (2.1) ***Program Sub-Sub-Activity: Support for the Arts Sector (2.1.1)***	
Key Initiative 8:	
Support for the Arts Sector • **Canadian Arts and Heritage Sustainability Program** **Planned Result:** Increased self-reliance of arts and heritage organizations.	**Met**
• **National Arts Training Contribution Program** **Planned Result:** Development of Canadians from diverse backgrounds for artistic careers and leadership.	**Met**
Key Initiative 9:	
Capacity Building in the Cultural Industries Planned Results for different sub-sections	**2 Met**
Film and Video **Planned Results:** i) early in their career, producers, directors and other creators gain experience in filmmaking; and ii) talented Canadians from different regional, linguistic and cultural backgrounds have access to high-calibre training; iii) increased production of Canadian content by a stable form of corporate financing for Canadian production companies; and iv) enhancement of Canada as a location of choice for film and video productions.	**2 Partially met**
Music **Planned Results:** i) Canadian sound recording associations and music entrepreneurs demonstrate growth, sustainability and adaptability to emerging trends; ii) capacity building events are well attended and well received by Canadian composers, lyricists and songwriters.	**1 Met** **2 Modified**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Publishing (Books and Periodicals) **Planned Results**: i) Canadian book publishers can compete effectively in the national and international marketplace; ii) Canadian magazine publishers can compete effectively in the Canadian marketplace.	**Met**
New Media **Planned Result:** A supportive environment is created for the new media sector in Canada.	**Met**
Cultural Investment Review **Planned Result:** Canada benefits as a result of establishment or acquisition of Canadian cultural businesses by foreign investors who produce, exhibit, distribute and/or sell cultural products.	**Met**
Program Sub-Activity: Heritage (2.2) ***Program Sub-Sub-Activity: Canadian Heritage Information Network (2.2.1)***	
Key Initiative 10: **Canadian Heritage Information Network** **Planned Result:** Canada's heritage professionals acquire critical competencies for the creation, presentation, management and preservation of digital heritage for education purposes of all Canadians.	**Exceeded**
Program Sub-Activity: Heritage (2.2) ***Program Sub-Sub-Activity: Support to Heritage Institutions and Organizations (2.2.2)***	
Key Initiative 11: **Capacity Building** **Planned Result:** Canadian community-based heritage organizations have the skills necessary to contribute to sustainability over time.	**Partially met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: International (2.4)	
Key Initiative 12: **International Trade Negotiations:** **Planned Result:** Effective representation of Canadian interests and policy in trade negotiations	**Modified**
Program Sub-Activity: International (2.4) ***Program Sub-Sub Activity: Trade Routes (2.4.1)***	
Key Initiative 13*:* **Trade Routes** **Planned Result:** Canadian arts and cultural entrepreneurs receive assistance to take full advantage of international business opportunities.	**Met**
Program Sub-Activity: International (2.4) ***Program Sub-Sub-Activity: International Francophonie (2.4.3)***	
Key Initiative 14: **Jeux de la francophonie, December 7-17, 2005** **Planned Result**: Canadian artists and athletes showcase their talents through activities organized by La Francophonie.	**Met**
Program Sub-Activity: International (2.4) ***Program Sub-Sub-Activity: International Norm and Standard Setting (2.4.4)***	
Key Initiative 15: **United Nations Educational, Scientific, and Cultural Organization (UNESCO) Convention for the Protection of the Diversity of Cultural Contents and Artistic Expressions** **Planned Result:** International norm and standard setting agreements in culture reflect the interests of Canadians.	**Exceeded**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Key Initiative 16: **UNESCO Anti-Doping Convention Against Doping in Sport** **Planned Result*:*** International norm and standard setting agreements in sport reflect the interests of Canadians.	**Met**
Program Sub-Activity: International (2.4) ***Program Sub-Sub-Activity: Capacity Building and Cooperation (2.4.5)***	
Key Initiative 17: **International Development Through Sport** **Planned Results**: i) Canada contributes to the advancement of the international cultural and sport agendas; and ii) Canadian artistic and sports communities benefit from international cooperation activities of the Department of Canadian Heritage.	**Modified**
Key Initiative 18: **Audio-Visual Co-Production Policy Review** **Planned Result:** Canadian artistic communities benefit from Canadian Heritage international audio-visual co-production activities.	**Modified**

Program Activity 3: Preservation of Canada's Heritage

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Sub-Activity: Heritage (3.1) ***Program Sub-Sub Activity: Canadian Conservation Institute (3.1.3)***	
Key Initiative 19:	**Partially met**
Building Capacity in the Heritage Community: The Canadian Conservation Institute **Planned Result:** The heritage community in Canada and internationally has access to the Institute's research, publications, expert services and training on the preservation of material cultural heritage.	
Program Sub-Activity: Aboriginal Living Cultures (3.2) ***Program Sub-Sub-Activity: Aboriginal Languages and Cultures (3.2.1)***	
Key Initiative 20:	**Partially met**
Revitalization and Preservation of Aboriginal Languages **Planned Result:** Aboriginal languages and cultures are revitalized and preserved.	
Program Sub-Activity: Aboriginal Living Cultures (3.2) ***Program Sub-Sub-Activity: Aboriginal Broadcasting (3.2.2)***	
Key Initiative 21:	**Met**
Promotion and Celebration of Aboriginal Cultures **Planned Results:** Recognition, appreciation, promotion and celebration of Aboriginal achievements and contributions.	

Program Activity 4: Access and Participation in Canada's Cultural Life

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Sub-Activity: Arts and Cultural Industries (4.1) ***Program Sub-Sub-Activity: Arts in Communities (4.1.1)***	
Key Initiative 22:	
Arts in Communities	
• **Arts Presentation Canada**	**Met**
Planned Result: Canadians have direct access to diverse professional artistic experiences.	
• **Cultural Spaces Canada**	**Met**
Planned Result: Canadians have improved access to arts and heritage experiences in Canada, and the physical capacity for arts and heritage creativity, presentation and exhibitions is improved.	
• **Cultural Capitals of Canada**	**Met**
Planned Result: The arts and culture are seen as important contributors in Canadian communities.	

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Sub-Activity: Arts and Cultural industries (4.1) ***Program Sub-Sub-Activities: Book Publishing (4.1.2); Publications Distribution Assistance (4.1.3); Canada Music Fund (4.1.4)***	
Key Initiative 23:	
Access to Diverse Cultural Products • **Publishing (Books and Periodicals)** **Planned Results:** i) all sectors of the Canadian book industry participate in the supply chain initiative and update technology in accordance with priorities established by the industry through the supply chain initiative; ii) Canadian readers have maintained or increased access to Canadian editorial content.	**Met**
• **Music** **Planned Results**: i) music industry events are held to promote Canadian artists and creators, and to share knowledge between industry members; and ii) music events are well received by the industry.	**Modified**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: Heritage (4.2) ***Program Sub-Sub-Activity: Canadian Cultural Heritage On-line (4.2.1)***	
Key Initiative 24: **Canadian Culture On-line** **Planned Results:** Canadians have access to and participate in interactive digital content that reflects Canada's diverse heritage, cultures, languages and history.	**Met**
Key Initiative 25: **Virtual Museum of Canada** **Planned Result:** Canadians have access to and participate in interactive digital resources that reflect our diverse heritage, cultures, languages and history.	**Met**
Program Sub-Activity: Heritage (4.2) ***Program Sub-Sub-Activity: Exhibitions and collections (4.2.2)***	
Key Initiative 26: **Museum Assistance Program** **Planned Result:** Canadians in all regions of Canada have access to travelling exhibitions and heritage collections.	**Met**
Key Initiative 27: **Canada Traveling Exhibitions Indemnification Program** **Planned Result:** Canadians in all regions of Canada have access to travelling exhibitions and heritage collections.	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Key Initiative 28:	**Met**
Exhibit Transportation Services (ETS) **Planned Result:** Canadians in all regions of Canada have access to traveling exhibitions and heritage collections.	
Program Sub-Activity: Heritage (4.2) ***Program Sub-Sub-Activity: Movable Cultural Property (4.2.3)***	
Key Initiative 29:	**Met**
Movable Cultural Property **Planned Result:** Cultural property of significance to Canada is preserved and accessible in public collections for the benefit of all Canadians.	

Strategic Outcome 2: Canadians Live in an Inclusive Society Built on Intercultural Understanding and Citizen Participation

Program Activity 5: Promotion of Intercultural Understanding

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Sub-Activity: Official Languages (5.1) ***Program Sub-Sub-Activity: Promotion of Linguistic Duality (5.1.1)***	
Key Initiative 30: **Support Various Partners in the Implementation of Activities Enhancing Linguistic Duality in Canada** **Planned Result:** A greater proportion of Canadians has a better understanding and appreciation of the benefits of linguistic duality and accepts the rights of official-language minorities. (This result is expected within a period of 2 to 5 years).	**Met**
Program Sub-Activity: Official Languages (5.1) ***Program Sub-Sub-Activity: Second-Language Training (5.1.2)***	
Key Initiative 31: **Renewal of Cooperation Mechanisms with the Council of Ministers of Education, Canada (CMEC), Provinces and Territories to Support the Teaching of a Second Language.** **Planned Result:** A greater proportion of Canadians have a working knowledge of both official languages. (This result is expected with a period of 5 years).	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Activity 5: Promotion of Intercultural Understanding ***Program Sub-Activity: Multiculturalism (5.2)***	
Key Initiative 32: **Outreach- Multiculturalism** **Planned Result*:*** Canadians accept the need to strengthen cross-cultural understanding and support action to reduce racism. (The program will focus on enhancing the educational content of current products and initiatives and on the development of partnerships to ensure target audiences are expanded to reach youth outside of the school system and beyond traditional audiences).	**Met**

Program Activity 6: Community Development and Capacity Building

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Sub-Activity: Aboriginal Partners (6.1) ***Program Sub-Sub-Activity: Aboriginal Organizations (6.1.1)***	
Key Initiative 33: Creating Partnerships **Planned Result:** Government and Aboriginal organizations work in true partnership in addressing Aboriginal aspirations and issues.	**Met**
Program Sub-Activity: Aboriginal Partners (6.1) ***Program Sub-Sub- Activity: Aboriginal Networks (6.1.2)***	
Key Initiative 34: **Aboriginal Perspectives** **Planned Result:** The diversity of Aboriginal perspectives is appropriately reflected in the development and implementation of government policies and programs.	**Met**
Program Sub-Activity: Official Languages (6.2) ***Program Sub-Sub-Activity: Community Life (6.2.1)***	
Key Initiative 35*:* **Establishment of Renewed Cooperation and Co-ordination Mechanisms (Community Organizations, Provincial and Territorial Governments and Certain Designated Federal Departments and Agencies)** **Planned Result:** The members of official-language minority communities (OLMC) have greater access to programs and services offered, in their language, by community organizations, provincial and territorial governments, municipalities and federal departments and agencies (this result is expected after a period of 5 years).	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: Official Languages (6.2) ***Program Sub-Sub-Activity: Minority-Language Education (6.2.2)***	
Key Initiative 36*:*	**Met**
Renewal of Cooperation Mechanisms with the Council of Ministers of Education, Canada (CMEC), Provinces and Territories to Support Minority-Language Education*.* **Planned Result:** The members of official-language minority communities have greater access to quality education in their language, in their community. (This result is expected after a period of 5 years).	

Program Activity 7: Participation in Community and Civic Life

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Program Activity 7: Participation in Community and Civic Life ***Program Sub-Activity: Multiculturalism (7.1)***	
Key Initiative 37: **Collaborative Efforts to Increase Participation** **Planned Result:** Canadians have the capacity and opportunity to participate in Canadian society regardless of race, ethnicity and cultural or religious background.	**Partially met**
Program Sub-Activity: Aboriginal Communities (7.2) ***Program Sub-Sub-Activity: Aboriginal Youth (7.2.1)***	
Key Initiative 38: **Aboriginal Youth** **Planned Result:** Aboriginal youth are engaged and participate in community and civic life.	**Partially met**
Program Sub-Activity: Aboriginal Communities (7.2) ***Program Sub-Sub-Activity: Aboriginal Women (7.2.2)***	
Key Initiative 39: **Aboriginal Women** **Planned Result:** Aboriginal women are engaged and participate in community and civic life.	**Partially met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: Citizen Participation (7.3) ***Program Sub-Sub-Activity: Canada Volunteerism Initiative (7.3.1)***	
Key Initiative 40: **Canada Volunteerism Initiative** **Planned Results**: i) increased knowledge and understanding of cross-cutting volunteering issues; and ii) increased capacity of volunteer organizations to recruit and retain their volunteers.	**Met**
Program Sub-Activity: Sport (7.4) ***Program Sub-Sub-Activity: Sport Participation Development (7.4.1)***	
Key Initiative 41: **Enhanced Opportunities For Sport Participation** **Planned Result:** Increased sport participation by Canadians, Aboriginal Peoples and persons with a disability.	**Partially met**
Program Sub-Activity: Youth (7.5) ***Program Sub-Sub-Activities: Exchanges Canada (7.5.1); Katimavik (7.5.2); Young Canada Works (7.5.3)***	
Key Initiative 42*:* **A Focus on Youth Participation** **Planned Results:** i) participants connect to one another and enhance their knowledge and appreciation of Canada and its diversity; ii) Participants gain new skills and gain an appreciation of community service and citizen engagement; and iii) Youth are knowledgeable about Canadian stories and governance.	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: Celebration (7.6) ***Program Sub-Sub-Activities: Celebrate Canada (7.6.1); Ceremonial and Protocol (7.6.2); Celebration, Commemoration and Learning (7.6.3)***	
Key Initiative 43: **Celebrations, Commemorations and Learning** **Planned Results:** Canadians are aware of Canadian history, achievements and feel a sense of connectedness with Canadian identity and values; ii) Canadians have the opportunity to learn about and celebrate Canada's diversity, culture, history and achievements; iii) Canadians are enabled to organize and participate in events that celebrate Canada's diversity, culture, history and achievements.	**Partially met**
Program Sub-Activity: Celebration (7.6) ***Program Sub-Sub-Activity: Ceremonial and Protocol (7.6.2)***	
Key Initiative 44: **Ceremonial and Protocol** **Planned Results:** i) Clients have access to and are pleased with the quality of expertise in matters of ceremonial and protocol; ii) Canadians are aware of Canada and its institutions, symbols, values and identity; iii) more Canadians appreciate Canadian institutions through participation in, and media coverage of, ceremonial events.	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Program Sub-Activity: International (7.7) ***Program Sub-Sub-Activity: International Expositions (7.7.1)***	
Key Initiative 45: **International Expositions** **Planned Results:** i) Canada's interests abroad are broadened and asserted through its participation at International Expositions sanctioned by the *Bureau international des expositions (BIE)*; ii) Canadians are encouraged to participate in projecting Canada's interests in the world through International Expositions.	**Met**

Corporate Services

Planned Results as in RPP 2005-06	Overall Result Achieved in 2005-06
Key Initiative 46: **Management Accountability Framework (MAF)** While the Department is pursuing integration and implementation of MAF requirements on a "longer-term" horizon, special emphasis will be placed this year on service improvement and integration of performance information.	**Met**
Key Initiative 47: **Human Resources Planning** The Department of Canadian Heritage will strengthen its *Strategic Human Resources Framework*, and ensure that it is a great place to work and learn through the development and implementation of three strategies: i) A resourcing strategy: "To get the right people in the right jobs at the right time…"; ii)A learning strategy: "in a culture that promotes performance, learning and innovation…"; iii) A well-being strategy: "and enables employees to feel valued, safe and informed."	**Exceeded**
Key Initiative 48: **Service Improvement** A key element of the Service Improvement strategy revolves around the delivery of grants and contributions, which account for over 80 per cent of the Department's budget. Our focus is on improving service to Canadians based on our clients expressed needs and policy priorities while exercising responsible stewardship of limited public funds.	**Met**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
Key Initiative 49: **Performance Information** With the Integrated Planning and Reporting Model, Canadian Heritage seeks to further improve its reporting function by strengthening the relationship between the information presented to Parliamentarians and Canadians in its *Report on Plans and Priorities* and *Departmental Performance Report*. The Department of Canadian Heritage will also implement as of April 1, 2005 both its performance management strategy, closely associated with the development of the departmental Program Activity Architecture (PAA), and the Management, Resources and Results Structure (MRRS) policy. Enhanced integration of performance information will contribute to reliable and systematic decision-making throughout the organization.	**Partially met**
Key Initiative 50: **Evaluation Plan** **Planned Core Evaluation Activities at Canadian Heritage, 2005-06 to 2007-08** **Year 1: 2005-06:** • Evaluations in support of the renewal of terms and conditions of the following programs: o Canadian Feature Film Policy o Sport Support Program o Katimavik o Canada Traveling Exhibitions Indemnification Program	**Modified**

Planned Results as in *RPP 2005-06*	Overall Result Achieved in 2005-06
• Evaluations of programs under the "*Tomorrow Starts Today*" initiative: o Canada Music Fund o Canadian Arts and Heritage Sustainability Program o Arts Presentation Canada o Cultural Spaces Canada o Canadian Culture On-line o Canada New Media Fund • Evaluations of international programs and initiatives: o Trade Routes o Expo 2005 o Arts, Culture and Diversity o TV-5	
Inter-Governmental and Multi-Partners Initiatives	
Key Initiative 51: **The Federal-Provincial-Territorial Culture/Heritage and Tourism Initiative** **Planned Results:** This initiative has the following two long-term goals: i) the important and unique contributions of the arts, heritage and culture to Canadian tourism is fully recognized and better supported by all tourism participants, and especially government stakeholders; and ii) the threats are mitigated and the social, cultural and economic benefits of tourism for the arts, culture and heritage are enhanced. Tools, strategies and guidelines will be developed to reach these long-term goals.	**Met**
Key Initiative 52: **2010 Games: Preparing for the Canadian Olympiad** **Planned Results**: i) sustainable social and economic benefits for Canadians (corresponds with Program Activity Architecture (PAA) 2.3.3, result #2); and ii) Canadians of diverse origins participate in various 2010 related activities (corresponds with PAA 5.3, result #2).	**Partially Met**

Conclusion: Lessons Learned and Benefits for Canadians

The Department of Canadian Heritage is responsible, via a variety of programs, services, and initiatives, for encouraging Canadians to express and share their diverse cultural experiences with each other and the world, as well as to live in an inclusive society built on intercultural understanding and citizen participation.

In 2005-06, the Department - through financing, cooperation, the development of new policies, and the review of programs - continued to encourage the creation and promotion of Canadian content, participation in cultural and community life, active citizenship and sport. It helped to foster greater social cohesion and creativity for the benefit of Canadians now and in the future.

Again this year, the Department was active on several fronts on behalf of Canadians. Internationally, Canada was, notably, the first country to ratify *UNESCO's International Convention on the Protection of the Diversity of Cultural Contents and Artistic Expression* and was particularly active in the negotiations that preceded the adoption of this Convention by 53 of 55 countries at UNESCO. This success is the result of significant efforts made over several years in cooperation with numerous national and international government stakeholders.

The 2006 Winter Olympics in Torino and in particular the numerous medals won by our athletes, reminded Canadians that in four years (in 2010), the Winter Olympics will be held in Vancouver-Whistler, British Colombia. Steps were taken this year to strengthen the cooperation between various federal departments to: facilitate the holding of the Games, anticipate the economic spin-offs associated with the event; and evaluate how the participation of Canadians could be maximized. In the sports field, we have paid particular attention to improving disabled persons' access to sports events to facilitate the access and full participation of all Canadians in our society.

Canadian museums are facing a variety of challenges. For Canadians, they represent key components of Canada's heritage and history that must be preserved, promoted and developed. While the federal government's primary responsibility is the national museums and Library and Archives Canada, consultations also indicated the need to review federal museum policy to ensure that programs targeted to non-federal museums are appropriate to contemporary challenges.

The current state of Aboriginal languages and cultures, as well as their future, has reached a critical point. This is why a national strategy is being developed in cooperation with various stakeholders from government circles and from Aboriginal communities and organizations. The preservation and revitalization of Aboriginal languages and cultures are essential to the heritage of Canadians of all origins.

Canada's linguistic duality includes providing Canadians with access to services in both official languages. Improvements have been made this year in the ways that 33 federal departments will implement action plans aimed at offering quality services to the entire population. Moreover, the conclusion of a number of multi-year agreements with other provincial and territorial governments will enhance the services provided to minority language communities in the context of their daily lives in key areas such as healthcare, family services, and the economy.

As planned, *A Canada for All: Canada's Action Plan Against Racism* was released in 2005, and the implementation of newly funded initiatives was initiated. Consultations with specific ethno-cultural communities also took place in order to formulate a federal strategy to acknowledge the historical experiences of communities impacted by wartime measures and immigration restrictions.

In light of the challenges posed by technological changes, the audiovisual sector is experiencing profound changes of which Canadians are aware. An in-depth review of the Canadian Heritage's activities in this area is under way so that the Department may target its future activities and ensure Canadians continue to have access to quality Canadian programs.

The cultural industries and Canadian artists are facing a major challenge with the changeover to the digital economy. In order to facilitate this transition, the *Copyright Act* needs to be updated to ensure a balance between the rights of artists to be compensated for their works and those of the public to have access to Canadian cultural and artistic content.

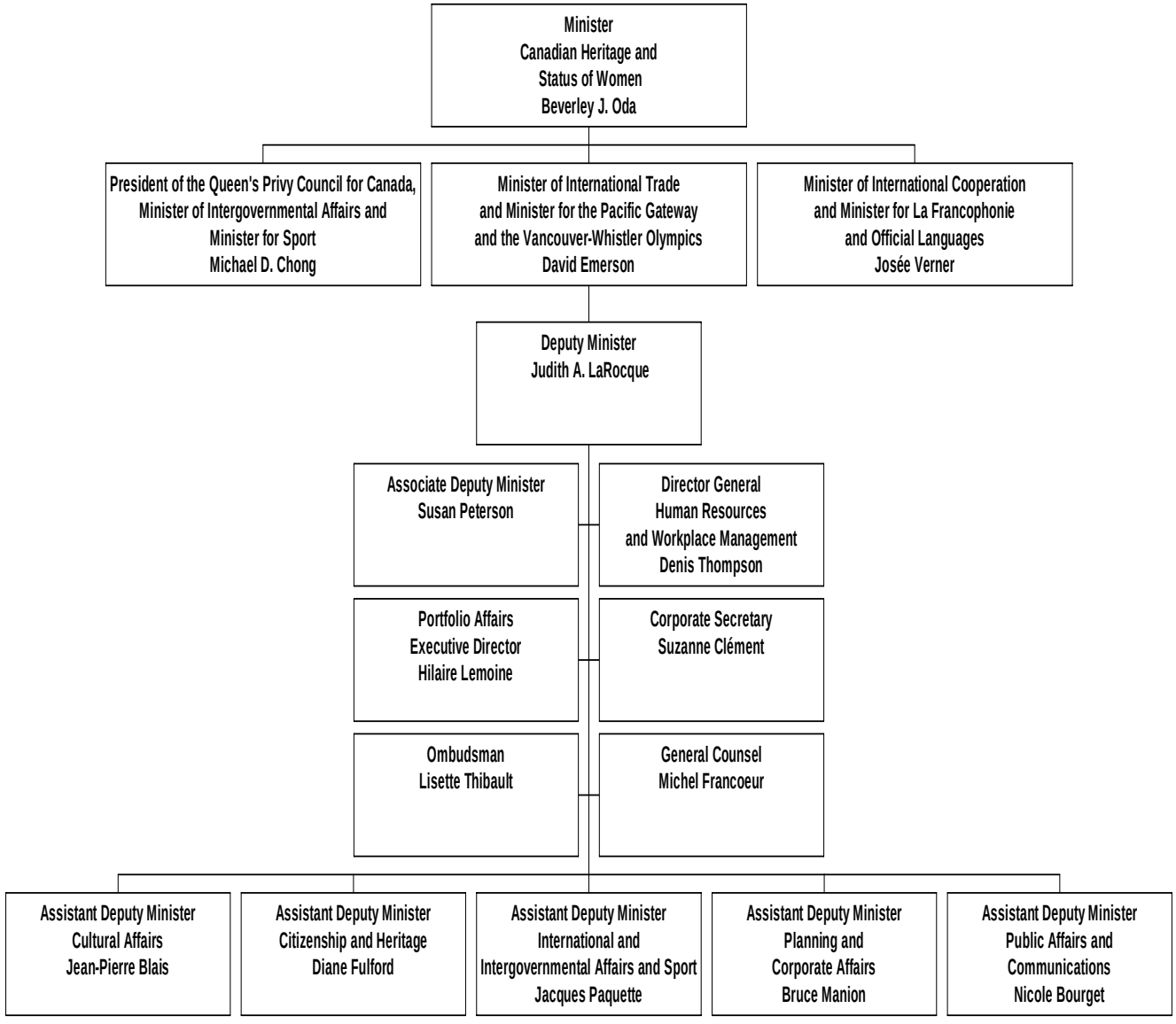
In conclusion, the Department of Canadian Heritage has met important objectives during the fiscal year 2005-06 and has taken concrete steps to improve its administration as a whole and the delivery of various services. Its main concerns remain to: adequately fulfill its mandate, while bearing in mind a complex and evolving environment; contribute to the Government's objectives; and contribute to the improvement of Canadians' quality of life.

3

SUPPLEMENTARY INFORMATION

Organizational Information and Accountability Structure

Organization Chart of the Department of Canadian Heritage, 2005-2006



Canadian Heritage Accountability Structure

- Minister: The Honourable Beverley J. Oda is Minister of Canadian Heritage and Status of Women, is assisted by the following 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.
- Deputy Minister: Judith A. LaRocque reports to the Minister. An Associate Deputy Minister, Susan Peterson, and five Assistant Deputy Ministers report to her. Five other senior officials also report directly to the Deputy Minister: the Executive Director, Portfolio Affairs; the Director General, Human Resources; the Corporate Secretary; the General Counsel and the Ombudsman.

Canadian Heritage, Accountability Structure, 2005-06		
Titles	**Financial Resources Actual Spending (in $ millions)**	**FTEs***
The Assistant Deputy Minister of Cultural Affairs	**347.8**	**320**
The Assistant Deputy Minister of Citizenship and Heritage	**567.7**	**475**
The Assistant Deputy of International and Intergovernmental Affairs and Sport	**211.1**	**245**
The Assistant Deputy Minister of Public Affairs and Communications.	**90.7**	**628**
The Assistant Deputy Minister of Planning and Corporate Affairs (responsible for the Corporate Management with the Deputy Minister; the Associate Deputy Minister; the Executive Director, Portfolio Affairs; the Director General, Human Resources and Workplace Management; the Corporate Secretary; the General Counsel and the Ombudsman).	**61.8**	**538**

* FTEs: Full Time Equivalents

Financial Tables

Table 1:
Comparison of Planned to Actual Spending (including FTEs)

($ millions)			2005-2006			
	Actual 2003-04	Actual 2004-2005	Main Estimates	Planned Spending	Total Authorities	**Total Actuals**
Business Lines:						
Cultural Development and Heritage	444.9	440.1	….	….	….	**….**
Canadian Identity	571.5	696.6	….	….	….	**….**
Corporate Management	106.4	131.4	….	….	….	**….**
Program Activities:						
Creation of Canadian Content and Performance Excellence	….	….	253.5	421.4	333.0	**330.5**
Sustainability of Cultural Expression and Participation	….	….	130.4	147.0	167.0	**169.3**
Preservation of Canada's Heritage	….	….	35.2	55.3	42.8	**52.3**
Access and Participation in Canada's Cultural Life	….	….	187.3	187.3	174.9	**156.8**
Promotion of Inter-Cultural Understanding	….	….	113.6	129.9	121.1	**122.5**
Community Development and Capacity Building	….	….	258.8	261.5	273.5	**272.4**
Participation in Community and Civic Life	….	….	139.2	207.9	179.6	**175.3**
Total	1,122.8	1,268.1	1,118.0	1,410.3	1,291.9	**1,279.1**
Less: Non-Respendable Revenues	70.3	71.5	60.0	60.0	80.1	**80.1**
Plus: Cost of services received without charge*	25.8	27.5	26.2	26.2	28.3	**28.3**
Total Departmental Spending	1,078.3	1,224.1	1,084.2	1,376.5	1,240.1	**1,227.3**
Full Time Equivalents	2 087	2 203	2 096	2 120	2 206	**2 206**

* Services received without charge include accommodations provided by Public Works and Government Services Canada, the employer's share of employees' insurance premiums, and expenditures paid by Treasury Board Secretariat (excluding revolving funds), Workers' Compensation coverage provided by Social Development Canada, and services received from the Department of Justice Canada (see Table 4).

Table 2
Resources by Program Activity

2005-2006									
($ millions)	Budgetary							Plus: Non-Budgetary	
Program Activities	Operating	Capital	Grants	Contributions and Other Tranfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	**Total**
Creation of Canadian Content and Performance Excellence									
Main Estimates	19.2	…	27.5	206.8	253.5	…	253.5	…	253.5
Planned Spending	*19.2*	…	*32.7*	*369.5*	*421.4*	…	*421.4*	…	*421.4*
Total Authorities	32.1	…	24.9	276.0	333.0	…	333.0	…	333.0
Actual Spending	**29.8**	**…**	**24.8**	**275.9**	**330.5**	**…**	**330.5**	**…**	**330.5**
Sustainability of Cultural Expression and Participation									
Main Estimates	56.2	…	14.2	63.1	133.5	3.1	130.4	…	130.4
Planned Spending	*56.2*	…	*24.9*	*69.0*	*150.1*	*3.1*	*147.0*	…	*147.0*
Total Authorities	61.1	…	21.3	87.9	170.3	3.3	167.0	…	167.0
Actual Spending	**64.0**	**…**	**21.3**	**87.4**	**172.7**	**3.4**	**169.3**	**…**	**169.3**
Preservation of Canada's Heritage									
Main Estimates	21.7	…	…	14.6	36.3	1.1	35.2	…	35.2
Planned Spending	*26.8*	…	…	*29.6*	*56.4*	*1.1*	*55.3*	…	*55.3*
Total Authorities	23.4	…	…	20.5	43.9	1.1	42.8	…	42.8
Actual Spending	**32.4**	**…**	**…**	**20.4**	**52.8**	**0.5**	**52.3**	**…**	**52.3**
Access and Participation in Canada's Cultural Life									
Main Estimates	66.5	…	52.4	69.4	188.3	1.0	187.3	0.01	187.3
Planned Spending	*66.5*	…	*52.4*	*69.4*	*188.3*	*1.0*	*187.3*	*0.01*	*187.3*
Total Authorities	57.3	…	58.6	60.0	175.9	1.0	174.9	0.01	174.9
Actual Spending	**39.3**	**…**	**58.6**	**59.9**	**157.8**	**1.0**	**156.8**	**0.00**	**156.8**
Promotion of Inter-Cultural Understanding									
Main Estimates	13.0	…	5.6	95.0	113.6	…	113.6	…	113.6
Planned Spending	*13.0*	…	*5.6*	*111.3*	*129.9*	…	*129.9*	…	*129.9*
Total Authorities	14.3	…	0.3	106.5	121.1	…	121.1	…	121.1
Actual Spending	**15.7**	**…**	**0.3**	**106.5**	**122.5**	**…**	**122.5**	**…**	**122.5**

(continued: next page)

Table 2 (continued)
Resources by Program Activity

2005-2006									
($ millions)	Budgetary							Plus: Non-Budgetary	Total
Program Activities	Operating	Capital	Grants	Contributions and Other Tranfer Payments	Total: Gross Budgetary Expenditures	Less: Respendable Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	
Community Development and Capacity Building									
Main Estimates	19.4	….	44.3	195.1	258.8	….	258.8	….	258.8
Planned Spending	*19.4*	….	*44.3*	*197.8*	*261.5*	….	*261.5*	….	*261.5*
Total Authorities	20.7	….	5.0	247.8	273.5	….	273.5	….	273.5
Actual Spending	**19.7**	**….**	**5.0**	**247.7**	**272.4**	**….**	**272.4**	**….**	**272.4**
Participation in Community and Civic Life									
Main Estimates	63.8	….	10.2	65.2	139.2	….	139.2	….	139.2
Planned Spending	*63.8*	….	*20.2*	*123.9*	*207.9*	….	*207.9*	….	*207.9*
Total Authorities	69.3	….	3.5	106.8	179.6	….	179.6	….	179.6
Actual Spending	**67.4**	**….**	**3.5**	**104.4**	**175.3**	**….**	**175.3**	**….**	**175.3**
Total Department									
Main Estimates	259.8	….	154.2	709.2	1,123.2	5.2	1,118.0	0.01	1,118.0
Planned Spending	*264.9*	….	*180.1*	*970.5*	*1,415.5*	*5.2*	*1,410.3*	*0.01*	*1,410.3*
Total Authorities	278.2	….	113.6	905.5	1,297.3	5.4	1,291.9	0.01	1,291.9
Actual Spending	**268.3**	**….**	**113.5**	**902.2**	**1,284.0**	**4.9**	**1,279.1**	**0.00**	**1,279.1**

Table 3
Voted and Statutory Items

($ millions)	2005-2006			
Voted and Statutory Items	Main Estimates	Planned Spending	Total Authorities	**Total Actuals**
1 Operating Expenditures	227.8	232.7	245.4	**236.0**
5 Grants and Contributions	862.6	1,149.8	1,018.5	**1,015.1**
(S) Salaries of the Lieutenant-Governors	1.0	1.0	1.1	**1.1**
(S) Payments under the *Lieutenant-Governors Superannuation Act*	0.6	0.6	0.5	**0.5**
(S) Supplementary Retirement Benefits - Former Lieutenant-Governors	0.2	0.2	0.1	**0.1**
(S) Contributions to Employee Benefit Plans	25.7	25.9	26.2	**26.2**
(S) Minister of Canadian Heritage - Salary and Motor Car Allowance	0.07	0.07	0.07	**0.07**
Total	1,118.0	1,410.3	1,291.9	**1,279.1**
L15 Loans to Institutions and Public Authorities under the *Cultural Property Export and Import Act*	0.01	0.01	0.01	**0.00**
Total Department	1,118.0	1,410.3	1,291.9	**1,279.1**

Table 4
Services received without Costs

($ millions)	2005-2006
Accommodation provided by Public Works and Government Services Canada	**15.2**
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds)	**11.4**
Worker's compensation coverage provided by Social Development Canada	**0.09**
Salary and associated expenditures of legal services provided by Justice Canada	**1.6**
Total 2005-2006 Services received without charges	**28.3**

Table 5
Loans, Investments and Advances (non budgetary)

($ millions)			2005-2006			
Program Activity	Actual 2003-04	Actual 2004-05	Main Estimates	Planned Spending	Total Authorities	**Actual**
Access and Participation in Canada's Cultural Life						
Loans to Institutions and Public Authorities under the *Cultural Property Export and Import Act*	--	--	0.01	0.01	0.01	--
Total - Department	--	--	0.01	0.01	0.01	--

Table 6
Sources of Respendable and Non-Respendable Revenues

($ millions)			2005-2006			
	Actual 2003-04	Actual 2004-05	Main Estimates	Planned Revenue	Total Authorities	**Actual**
Respendable Revenues						
Business Lines:						
Cultural Development and Heritage	3.6	4.3	--	--	--	--
Program Activities:						
Sustainability of Cultural Expression and Participation	--	--	3.1	3.1	3.3	**3.4**
Preservation of Canada's Heritage	--	--	1.1	1.1	1.1	**0.5**
Access and Participation in Canada's Cultural Life	--	--	1.0	1.0	1.0	**1.0**
Total - Respendable Revenues	3.6	4.3	5.2	5.2	5.4	**4.9**
Non-Respendable Revenues						
Federal-Provincial Lottery Agreement	59.3	60.5	60.0	60.0	62.1	**62.1**
Other Revenue	11.0	11.0	--	--	18.0	**18.0**
Total - Non-Respendable Revenues	70.3	71.5	60.0	60.0	80.1	**80.1**
Total Revenues	73.9	75.8	65.2	65.2	85.5	**85.0**

Table 7
Resource Requirements by Sector

($ millions)	2005-2006 Program Activities							
Organization	**Creation of Canadian Content and Performance Excellence**	**Sustainability of Cultural Expression and Participation**	**Preservation of Canada's Heritage**	**Access and Participation in Canada's Cultural Life**	**Promotion of Inter-Cultural Understanding**	**Community Development and Capacity Building**	**Participation in Community and Civic Life**	**TOTAL**
Cultural Affairs								
Planned Spending	172.9	92.0	2.8	157.9	0.0	0.0	5.4	431.0
Actual Spending	**179.0**	**66.5**	**0.6**	**101.2**	**0.1**	**0.1**	**0.3**	**347.8**
Citizenship & Heritage								
Planned Spending	0.0	11.0	33.4	16.1	108.7	253.7	126.3	549.2
Actual Spending	**0.2**	**15.7**	**38.4**	**32.0**	**113.0**	**259.8**	**108.6**	**567.7**
International & Intergov. Affairs & Sport								
Planned Spending	243.7	26.0	10.1	0.3	16.4	0.1	12.2	308.8
Actual Spending	**141.0**	**64.8**	**0.3**	**0.5**	**1.0**	**0.3**	**3.2**	**211.1**
Public Affairs & Communications								
Planned Spending	0.2	6.2	3.8	5.8	2.2	3.3	61.9	83.4
Actual Spending	**4.0**	**10.8**	**6.8**	**11.1**	**4.3**	**6.3**	**47.4**	**90.7**
Corporate Services								
Planned Spending	4.6	11.8	5.2	7.2	2.6	4.4	2.1	37.9
Actual Spending	**6.3**	**11.5**	**6.2**	**12.0**	**4.1**	**5.9**	**15.8**	**61.8**
TOTAL								
Planned Spending	421.4	147.0	55.3	187.3	129.9	261.5	207.9	1,410.3
Actual Spending	**330.5**	**169.3**	**52.3**	**156.8**	**122.5**	**272.4**	**175.3**	**1,279.1**

Table 8-A-1 User Fees, Canadian Audio-Visual Certification Office (CAVCO), 2005-06

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modi-fied	2005-06					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performan-ce Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Processing fees	Regulatory Fee	*Department of Canadian Heritage Act*	March 2004	3,000	3,418	**2,675**	Issuing Certificate within 8-10 weeks of the date the submitted application is deemed complete.	CAVCO was able to issue the certificate within this period 93% of the time.	2006-07 2007-08 2008-09	3,150 3,200 3,500	3,100 3,100 3,500
B. Date Last Modified: March 2004											
C. Other Information: (Nil)											

*Note: According to prevailing legal opinion, where the corresponding fee introduction or most recent modification occurred prior to March 31, 2004, the:

- Performance standard, if provided, may not have received parliamentary review;
- Performance standard, if provided, may not respect all establishment requirements under the *User Fees Act* (UFA) (e.g., international comparison, independent complaint address); and
- Performance results, if provided, are not legally subject to *User Fees Act* section 5.1 regarding fee reductions for failed performance.

Table 8-A-2: User Fees, Access to Information and Privacy (ATIP), 2005-06

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2005-06					Planning Years		
				Forecast Revenue ($000)	Actual Revenue ($000)	Full Cost ($000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue ($000)	Estimated Full Cost ($000)
Fees charged for the processing of access requests filed under the *Access to Information Act* (ATIA)	Other products and services	*Access to Information Act*	1992	See note 1	9	420 See Note 4	Response provided within 30 days following the request ;the response time may be extended pursuant to section 9 of the ATIA. Notice of extension to be sent within 30 days after receipt of request. The *Access to Information Act* provides fuller details: http://laws.justice.gc.ca/en/a-1/8.html	See Note 2	2006-07 2007-08 2008-09	See Note 3 See Note 3 See Note 3	420 See Note 5 See Note 5
B. Date Last Modified: (Nil)											
C. Other Information: (Nil)											

Note: According to prevailing legal opinion, where the corresponding fee introduction or most recent modification occurred prior to March 31, 2004, the:

- Performance standard, if provided, may not have received parliamentary review;
- Performance standard, if provided, may not respect all establishment requirements under the *User Fees Act* (UFA) (e.g., international comparison, independent complaint address); and
- Performance results, if provided, are not legally subject to *User Fees Act* section 5.1 regarding fee reductions for failed performance.

Note 1: This figure cannot be provided, as revenue is based on actual information requests received under the *Access to Information Act*.
Note 2: Taking into account external factors, 90% of requests were completed within the prescribed timeframe.
Note 3: This figure cannot be provided, as revenue is based on actual information requests received under the *Access to Information Act*.
Note 4: This figure consists of salary and O & M costs in relation to the administration of the *Access to Information Act*.
Note 5: Budget information not provided in advance. Cannot provide figures for 2007-08 and 2008-09.

Table 8-B-1
User Fee, CAVCO, Policy on Service Standards for External Fees, 2005-06

A. External Fee	**Service Standard**	**Performance Result**	**Stakeholder Consultation**
Certification Fee	Issuing Certificate within 8 to 10 weeks of the date the submitted application is deemed complete.	93 % of the time CAVCO was able to issue a Certificate within the period.	In a client survey conducted in 2003, clients have expressed their satisfaction with our delivery period.
B. Other Information: CAVCO will launch a Client Survey in 2007-08.			

Table 8-B-2
User Fee, ATIP, Policy on Service Standards for External Fees, 2005-06

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Fee charged for the processing of access requests filed under the *Access to Information Act*	Response provided within 30 days following receipt of request; the response time may be extended pursuant to section 9 of the ATIA Notice of extension to be sent within 30 days after receipt of request. The *Access to Information Act* provides fuller details: http://laws.justice.gc.ca/en/a-1/8.html	90% of requests are completed within the prescribed timeframe. More complex requests take more time than simple requests.	There has been no consultation. Fees are based on the regulations of the original ATIP legislation (*Access to Information Regulations*, SOR\83-507).
B. Other Information: (Nil) URL of *Access to Information Act*: http://laws.justice.gc.ca/en/a-1/8.html URL of *Access to Information Regulations*: http://laws.justice.gc.ca/en/a-1/sor-83-507/45.html			

Table 8-B-3
User Fees, Canadian Heritage Information Network (CHIN), Policy on Standards for External Fees, 2005-06

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
CHIN Publications (*)	Publication request acknowledged within two business days.	The two day acknowledgement request met 90 % of the time.	N/A

B. Other Information

(*) The fee varies according to the publication.

Table 8-B-4
User Fees Canadian Conservation Institute (CCI), Policy on Standards for External Fees, 2005-06

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Conservation services (includes restoration, collections surveys, facilities assessments, scientific services, etc.) Fees vary based on client categories and terms and conditions of contracts and/or agreements.	CCI will maintain an overall client satisfaction of 95% with 11 quality parameters. Individual client satisfaction will not be less than 90%.	95.2% overall client satisfaction for first 6 months of 2005-06; information on last 6 months available in fall.	Part of negotiation process for contract/agreement. Standards to be posted on e-service site to be launched in fall 2006.
Publications and Special Products Price for publications and special products are established based on market comparison, relativity to other CCI publications, size and content, and cost of printing.	CCI will process orders for publications and special products within one week after receipt of payment.	Not available – see note regarding Business Management System.	N/A

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Learning opportunities 14 subsidized workshops; fees and plus cost recovery of expenses is based on client category for other workshops.	95% of participant's learning expectations were met/somewhat met and 95% would recommend the course to others.	100% of participants said their learning expectations were met/somewhat met; 100% would recommend the course to others.	N/A
Exhibit Transportation Services Service is provided to eligible Canadian clients on a cost recovery basis. Economies of scale apply when clients share runs.	100% of exhibitions and heritage objects transported safely.	No claims for damage.	N/A
Equipment Loan (instruments to monitor environmental factors such as relative humidity and ultraviolet radiation) Fee of $50 plus shipping and insurance costs.	CCI will test and calibrate equipment prior to shipping and will utilize appropriate packaging material and procedure so that the level of malfunctioning equipment at destination does not exceed 5% of all shipments.	0% malfunctioning equipment at destination.	Standards to be posted on e-service site to be launched in fall 2006.

A. External Fee	Service Standard	Performance Result	Stakeholder Consultation
Library Services Photocopies, fax delivery, and loans of books and video – no charge to Canadian clients and libraries; small cost for international clients. US $10 for article up to 20 pages (includes shipping and handling) $0.20 for each additional page; fax US $1 surcharge per page; loans US $10 per title (includes shipping and handling). Replacement charge for lost or damaged items. Cost of item plus $50 process fee. (See next page) CCI (Cont'd)	CCI will process orders for photocopies, loans and fax delivery within one week after receipt of request.	100% of orders processed within one week.	N/A

B. Other Information

Client categories: The Canadian Conservation Institute **(**CCI) has classified clients into various categories, which it uses to determine eligibility for individual services, and the fees that will be charged**.**

Client Satisfaction Questionnaire Quality Parameters include: application process; acknowledgement of initial request; explanation of fees; explanation of service to be provided; communication during the project; promptness of service; quality of service; usefulness of service; quality of written material provided (i.e report); dealing with staff (friendly, courteous and helpful); and overall value.

Business Management System: The Business Management System referred to above is presently under development and will be available only in 2007-08. CCI's existing Proteus system can only partially track response time and is unable to provide accurate data on actual response times for any given service type.

NB Additional standards, including response time, are in the process of being developed for the services noted above.

Web site of the Canadian Conservation Institute: http://www.cci-icc.gc.ca/main_e.aspx

CCI Services: http://www.cci-icc.gc.ca/services/index_e.aspx

Table 9
Details on Transfer Payments Programs (of more than $5 million)

Names of Transfer Payment Programs (above $5 million)	Amount of Grants ($ millions)	Amount of Contributions ($ millions)	Total ($ millions)
Aboriginal Peoples' Program	0.3	65.7	66.0
Arts Presentation Canada Program	0.0	20.7	20.7
Athlete Assistance Program	24.8	0.0	24.8
Book Publishing Industry Development Program (BPIDP)	0.0	38.6	38.6
Canada Magazine Fund	0.0	15.4	15.4
Canada New Media Fund	0.0	14.0	14.0
Canadian Arts and Heritage Sustainability Program	15.4	6.7	22.1
Canadian Culture On-line Program	0.0	5.4	5.4
Canadian Television Fund	0.0	99.6	99.6
Celebration, Commemoration and Learning Program	0.9	11.9	12.8
Community Partnerships Program	0.0	8.2	8.2
Cultural Spaces Canada	0.0	12.5	12.5
Development of Official-Language Communities Program	5.0	226.2	231.2
Enhancement of Official Languages Program	0.6	110.0	110.6
Exchanges Canada Initiative	0.0	18.3	18.3
TV5 Program	4.2	2.6	6.8
Hosting Program	0.0	51.6	51.6
Katimavik Program	0.0	16.7	16.7
Multiculturalism Program	0.8	9.7	10.5
Museum Assistance Program (including Young Canada Works)	2.0	8.8	10.8
Music Entrepreneur Program*	0.0	3.0 (*)	3.0
National Arts Training Contribution Program	0.0	17.4	17.4
New Musical Works Program	0.0	15.2	15.2
Partnerships Fund	0.0	7.1	7.1
Publication Assistance Program	45.4	0.0	45.4
Sport Support Program	0.0	93.0	93.0
Total	**99.4**	**878.3**	**977.7**

(*Planned spending was $9.4 million in contributions but with the late launch of the program, only $3.0 M was actually spent)

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

For more detailed information on these transfer payments programs, see detailed backgrounders at:
http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

Table 10
Conditional Grants (Foundations) for the Department of Canadian Heritage, 2005-06

The Department of Canadian Heritage is reporting on conditional grants given to the National Aboriginal Achievements Foundation and to the Terry Fox Humanitarian Award Program Inc.

For more detailed information on these transfer payments programs, see detailed backgrounders at:
http://www.pch.gc.ca/pc-ch/pubs/mindep_e.cfm

Table 11
Financial Statements

"Financial Statements are prepared in accordance with accrual accounting principles. The unaudited supplementary information presented in the financial tables in the Departmental Performance Report is prepared on a modified cash basis of accounting in order to be consistent with appropriations-based reporting." Note 3 on page 158 of the financial statements reconciles these two accounting methods.

CANADIAN HERITAGE

Financial Statements

March 31, 2006

Canadian Heritage
Statement of Management Responsibility

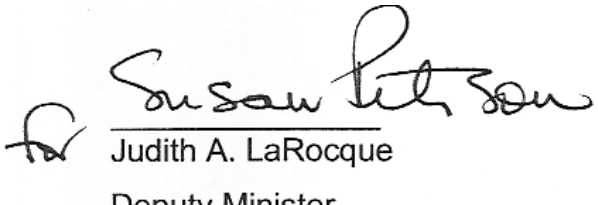
Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2006 and all information contained in these statements rests with departmental management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Department's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Department's *Departmental Performance Report* is consistent with these financial statements.

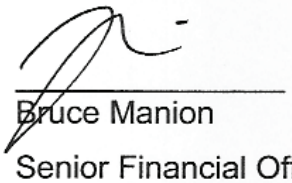
Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act,* are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Department.

The Canadian Heritage audit and evaluation committee is responsible for discussing and addressing issues arising from audits or evaluations regarding Canadian Heritage programs, services, policies or activities in order to improve the quality of the Department's program delivery, management practices, performance measurement and reporting.

The financial statements of the Department have not been audited.



Judith A. LaRocque
Deputy Minister



Bruce Manion
Senior Financial Officer

Gatineau, Canada

Date AOUT AUG 14 2006

CANADIAN HERITAGE

Statement of Operations
(unaudited)

For the Year Ended March 31
(in thousands of dollars)

	2006	2005
		(Note 13)
Expenses (Note 4)		
Creation of Canadian Content and Performance Excellence	$333,919	
Community Development and Capacity Building	278,960	
Participation in Community and Civic Life	197,554	
Sustainability of Cultural Expression and Participation	176,472	
Access and Participation in Canada's Cultural Life	165,671	
Promotion of Inter-Cultural Understanding	125,892	
Preservation of Canada's Heritage	50,609	
Total Expenses	1,329,077	1,283,141
Revenues (Note 5)		
Creation of Canadian Content and Performance Excellence	64,753	
Community Development and Capacity Building	2,023	
Participation in Community and Civic Life	2,020	
Sustainability of Cultural Expression and Participation	7,233	
Access and Participation in Canada's Cultural Life	3,015	
Promotion of Inter-Cultural Understanding	1,125	
Preservation of Canada's Heritage	783	
Total Revenues	80,952	73,026
Net Cost of Operations	$1,248,125	$1,210,115

The accompanying notes form an integral part of these financial statements.

CANADIAN HERITAGE

Statement of Financial Position
(unaudited)

At March 31
(in thousands of dollars)

	2006	2005
ASSETS		
Financial assets		
Accounts receivable and advances (Note 6)	$1,836	$8,581
Investment in Canadian Broadcasting Corporation	33,000	33,000
Total financial assets	34,836	41,581
Non-financial assets		
Prepaid expenses	438	14,521
Inventories	1,660	2,135
Tangible capital assets (Note 7)	15,895	12,324
Total non-financial assets	17,993	28,980
TOTAL	**$52,829**	**$70,561**
LIABILITIES		
Accounts payable and accrued liabilities	$560,370	$525,158
Vacation pay and compensatory leave	7,960	6,670
Deferred revenue (Note 8)	277	904
Pension accounts - Lieutenant Governors	245	238
Employee severance benefits (Note 9)	28,169	24,592
Other liabilities	11	96
Total liabilities	597,032	557,658
Equity of Canada	(544,203)	(487,097)
TOTAL	**$52,829**	**$70,561**

Contingent liabilities (Note 10)
Contractual obligations (Note 11)

The accompanying notes form an integral part of these financial statements.

CANADIAN HERITAGE

Statement of Equity of Canada
(unaudited)

For the Year Ended March 31
(in thousands of dollars)

	2006	2005
Equity of Canada, beginning of year	($487,097)	($408,165)
Net cost of operations	(1,248,125)	(1,210,115)
Current year appropriations used (Note 3)	1,279,103	1,263,812
Revenue not available for spending	(68,091)	(64,820)
Changes in net position in the Consolidated Revenue Fund (Note 3)	(48,193)	(95,309)
Services received without charge from other government departments (Note 12)	28,200	27,500
Equity of Canada, end of year	($544,203)	($487,097)

The accompanying notes form an integral part of these financial statements.

CANADIAN HERITAGE

Statement of Cash Flow
(unaudited)

For the Year Ended March 31
(in thousands of dollars)

	2006	2005
Operating activities		
Net cost of operations	$1,248,125	$1,210,115
Non-cash items:		
Amortization of tangible capital assets	(2,384)	(2,217)
Loss on disposal of tangible capital assets	(1)	(6)
Services provided without charge from other government departments	(28,200)	(27,500)
Variations in Statement of Financial Position		
Decrease in accounts receivable and advances	(6,745)	(1,857)
Increase (decrease) in prepaid expenses	(14,083)	13,347
Increase (decrease) in inventories	(475)	5
Increase in liabilities	(39,374)	(92,540)
Cash used by operating activities	1,156,863	1,099,347
Capital investment activities		
Acquisition of tangible capital assets	5,969	4,347
Proceeds from disposal of tangible capital assets	(13)	(11)
Cash used by capital investment activities	5,956	4,336
Financing activities		
Net cash provided by Government of Canada	$1,162,819	$1,103,683

The accompanying notes form an integral part of these financial statements.

CANADIAN HERITAGE

Notes to the Financial Statements (unaudited)

1. Authority and Objective

The Department of Canadian Heritage was established in 1995 under the Department of Canadian Heritage Act.

The Department of Canadian Heritage seeks to contribute to a cohesive and creative Canada in which all Canadians have opportunities to participate in Canada's cultural and civic life. The two strategic outcomes that support our raison d'être 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.

These strategic outcomes help give shape to policies, programs and services offered to Canadians related to broadcasting, cultural industries, arts, heritage, official languages, Aboriginal cultures and languages, Canadian identity, citizens' participation, youth, multiculturalism and sport. Revenues and expenses of these programs are reported in the Statement of Operations through the following seven program activities:

- Creation of Canadian Content and Performance Excellence
- Community Development and Capacity Building
- Participation in Community and Civic Life
- Sustainability of Cultural Expression and Participation
- Access and Participation in Canada's Cultural Life
- Promotion of Inter-Cultural Understanding
- Preservation of Canada's Heritage

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations - The Department of Canadian Heritage is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Department do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the two bases of reporting.

(b) The Department's investment in Canadian Broadcasting Corporation is recorded at cost. The net results of this Crown Corporation are not accounted for in the departmental financial statements, as the Department is not deemed to control this Crown Corporation.

(c) Net Cash Provided by Government of Canada - The Department of Canadian Heritage operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Department is deposited to the CRF and all cash disbursements made by the Department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(d) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the Department of Canadian Heritage. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(e) Revenues:

- Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

- Funds received from external parties for specified purposes are recorded upon receipt as deferred revenues. These revenues are recognized in the period in which the related expenses are incurred.

- Revenues that have been received but not yet earned are recorded as deferred revenues.

(f) Expenses - Expenses are recorded on the accrual basis:

- Grants are recognized in the year in which the conditions for payment are met. In the case of grants which do not form part of an existing program, the expense is recognized when the Government announces a decision to make a non-recurring transfer, provided the enabling legislation or authorization for payment receives parliamentary approval prior to the completion of the financial statements;

- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement;

- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.

- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(g) Employee future benefits:

- **Pension benefits:** Eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Department of Canadian Heritage contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the Department to make contributions for any actuarial deficiencies of the Plan.

- **Severance benefits**: Employees are entitled to severance benefits, as provided for under labor contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(h) Accounts receivable are stated at amounts expected to be ultimately realized; a provision is made for receivables where recovery is considered uncertain.

(i) **Contingent liabilities** - Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(j) **Inventories** - Inventories consist of material and supplies held for future program delivery and not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

(k) **Tangible capital assets** - All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost. The Department of Canadian Heritage does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value; assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset class	Amortization period
Machinery and equipment	5 and 10 years
Informatics hardware	5 years
Informatics software	3 and 5 years
Motor Vehicles	7, 10 and 15 years
Leasehold improvements	Lesser of the remaining term of the lease or useful life of the improvement
Assets under construction	Once in service, in accordance with asset type

(l) **Foreign currency transactions** - Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Canadian dollars using the rate of exchange in effect on 31 March. Gains and losses resulting from the foreign currency transactions are presented under miscellaneous revenue and other operating expenses in notes 5 and 4 respectively.

(m) **Measurement uncertainty** - The preparation of these financial statements in accordance with Treasury Board accounting policies, which are consistent with Canadian generally, accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and as adjustments become necessary they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The Department of Canadian Heritage receives most of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Department has different net results of operations for the year on a government-funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used

	2006	2005
	(in thousands of dollars)	
Net cost of operations	$1,248,125	$1,210,115

Adjustments for items affecting net cost of operations but not affecting appropriations:

Add (less):		
Revenue not available for spending	62,143	60,520
Refund of prior year expenses	13,874	8,286
Outstanding respendable revenue	10	(37)
Disposal of non-capital assets	10	9
Services provided without charge from other government departments	(28,200)	(27,500)
Prepaid expenses	(14,083)	13,347
Employee severance benefits	(3,577)	(1,858)
Amortization of tangible capital assets	(2,384)	(2,217)
Vacation pay	(1,290)	360
Department of Justice legal fees	(922)	(1,141)
Inventories	(475)	5
Advances	(87)	
Bad debt	(9)	(418)
Loss on disposal of tangible capital assets	(1)	(6)
	1,273,134	1,259,465

Adjustments for items not affecting net cost of operations but affecting appropriations:

Add:		
Acquisitions of tangible capital assets	5,969	4,347
Current year appropriations used	$1,279,103	$1,263,812

(b) Appropriations provided and used

	Appropriations provided	
	2006	**2005**
	(in thousands of dollars)	
Vote B120 - Operating expenditures	$245,392	$246,084
Vote B150 - Transfer payments	1,018,534	998,379
Statutory amounts	28,038	26,073
Loans - Cultural Property	10	10
Less:		
Appropriations available for the future years	(23)	(9)
Lapsed appropriations	(12,848)	(6,725)
Current year appropriations used	$1,279,103	$1,263,812

(c) Reconciliation of net cash provided by Government to current year appropriations used

	2006	**2005**
	(in thousands of dollars)	
Net cash provided by Government	$1,162,819	$1,103,683
Revenue not available for spending	68,091	64,820
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivable and advances	6,736	1,507
Variation in accounts payable and accrued liabilities	35,212	90,292
Variation in deferred revenue	(705)	750
Other adjustments	6,950	2,760
	48,193	95,309
Current year appropriations used	$1,279,103	$1,263,812

4. Expenses

The following table presents details of expenses by category:	2006	2005
	(in thousands of dollars)	
Transfer payments – non-profit organizations	$586,669	$612,017
Transfer payments – other level of government within Canada	299,913	263,946
Transfer payments – industry	95,785	96,932
Transfer payments – individuals	27,339	21,527
Transfer payments – other countries and international organizations	6,098	3,349
Total transfer payments	1,015,804	997,771
Salaries and employee benefits	$190,469	$177,495
Professional and special services	55,667	46,324
Accommodation	15,200	14,700
Utilities, materials and supplies	14,570	12,043
Travel and relocation	12,321	11,182
Information	10,868	9,802
Freight and communications	5,781	6,054
Rentals	3,312	2,991
Amortization	2,384	2,217
Purchased repair and maintenance	1,730	1,671
Other operating expenses	971	891
Total operating expenses	313,273	285,370
Total expenses	**$1,329,077**	**$1,283,141**

5. Revenues

The following table presents details of revenues by category:	2006	2005
	(in thousands of dollars)	
Revenue from the 1979 Federal-provincial Lottery agreement	$61,996	$60,458
Sale of goods and services	4,926	4,211
Miscellaneous revenues	14,030	8,357
Total revenues	**$80,952**	**$73,026**

6. Accounts receivable and advances

The following table presents details of accounts receivable and advances:

	2006	2005
	(in thousands of dollars)	
Receivables from external parties	$1,596	$2,115
Receivables from other federal government departments and agencies	807	6,746
Employee advances	25	34
Other advances	115	384
	2,543	9,279
Less: allowance for doubtful accounts on external receivables	(707)	(698)
Total	**$1,836**	**$8,581**

7. Tangible Capital Assets

	Cost				Accumulated amortization					
Capital asset class	**Opening balance**	**Acquisitions**	**Disposals**	**Closing balance**	**Opening balance**	**Amortization**	**Disposals**	**Closing balance**	**2006 Net book value**	**2005 Net book value**
Machinery and equipment	$5,454	$1,228		$6,682	$3,351	$420		$3,771	$2,911	$2,103
Informatics hardware	6,039	693		6,732	4,044	735		4,779	1,953	1,995
Informatics software	2,866	819		3,685	1,708	812		2,520	1,165	1,158
Motor vehicles	2,049	68	24	2,093	1,116	157	10	1,263	830	933
Leasehold improvements	1,843	315		2,158	539	260		799	1,359	1,304
Assets under construction	4,831	2,846		7,677					7,677	4,831
Total	**$23,082**	**$5,969**	**$24**	**$29,027**	**$10,758**	**$2,384**	**$10**	**$13,132**	**$15,895**	**$12,324**

Amortization expense for the year ended March 31, 2006 is $2,384 million (2005 is $2,217 million)

8. Deferred revenue

Deferred revenue represents the balance at year-end of unearned revenues stemming from donations, deposits and cost-sharing agreements, which are restricted to fund the expenditures related to the projects. Revenue is recognized each year in the amount of the expenditures incurred. Details of the transactions related to this account are as follows:

	2006	2005
	(in thousands of dollars)	
Opening balance	$904	$241
Funds received	(1,334)	1,088
Revenue recognized	707	(425)
Closing balance	$277	$904

9. Employee Benefits

(a) Pension benefits: The Department's employees participate in the Public service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2% per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Quebec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Department contribute to the cost of the Plan. The 2005-06 expense amounts to $26,253 million ($24,101 million in 2004-05), which represents approximately 2.6 times the contributions by employees.

The Department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits: The Department provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

	2006	2005
	(in thousands of dollars)	
Accrued benefit obligation, beginning of year	$24,592	$22,734
Expense for the year	5,687	3,353
Benefits paid during the year	(2,110)	(1,495)
Accrued benefit obligation, end of year	$28,169	$24,592

10. Contingent liabilities

Claims have been made against the Department in the normal course of operations. Legal proceedings for claims totalling sums up approximately $150,000 ($4,500,000 in 2005) were still pending at March 31, 2006. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements

11. Contractual obligations

The nature of the Department's activities can result in some large multi-year contracts and obligations whereby the Department will be obligated to make future payments. Significant contractual obligations that can be reasonably estimated are summarized as follows:

	2007	2008	2009	2010	2011 and thereafter	Total
	(in thousands of dollars)					
Transfer payments	$277,000	262,000	254,000	26,000	0	**$819,000**

12. Related party transactions

The Department is related as a result of common ownership to all Government of Canada departments, agencies, and crown corporations. The Department enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Department received services which were obtained without charge from other Government department as presented in part (a).

(a) Services provided without charge:

During the year the Department received without charge from other departments, accommodation, legal fees and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the Department's Statement of Operations as follows:

	2006	2005
	(in thousands of dollars)	
Accommodation	$15,200	$14,700
Employer's contribution to the health and dental insurance plans	11,400	10,900
Legal services	1,600	1,900
Total	**$28,200**	**$27,500**

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada are not included as an expense in the Department's Statement of Operations.

(b) Payables and receivables outstanding at year-end with related parties:

	2006	2005
	(in thousands of dollars)	
Accounts receivable with other government departments and agencies	$807	$6,746
Accounts payable to other government departments and agencies	7,836	21,061

13. Comparative information

For the year ended March 31, 2006, the Department redefined its program activities; as a result comparative information by program activity in the Statement of Operations is not available.

Table 12
Response to Parliamentary Committees, Audits and Evaluations, 2005-06

Responses to Parliamentary Committees, 2005-06

First Report of the Standing Committee on Canadian Heritage, *Our Cultural Sovereignty: The Second Century of Canadian Broadcasting*

Report tabled on November 4, 2004
97 recommendations
Government response tabled on April 4, 2005
http://www.pch.gc.ca/progs/ac-ca/progs/ri-bpi/pubs/lincoln2005/cont_e.cfm

The Committee considered matters relating to the Canadian Broadcasting System raised in the Second Report of the Standing Committee on Canadian Heritage in the Second Session of the 37th Parliament entitled "*Our Cultural Sovereignty: The Second Century of Broadcasting*". The Committee concurred with the findings of the report and requested a more detailed Government response to the Report than the initial response tabled on November 6, 2003. This response was tabled in the House of Commons on April 4, 2005. In its response, the Government of Canada outlines its commitment to maintaining Canadian broadcasting as a world-class system that is effectively owned and controlled by Canadians and serves their needs first and foremost. To ensure the Canadian broadcasting system continues to thrive and contribute to Canadian cultural identity in the years ahead, the Government will focus its ongoing efforts in three priority areas: Content, Governance and Accountability, and Looking to the Future.

First Report of the Standing Committee on Status of Women, *Increasing Funding to Equality-Seeking Organizations*

Report tabled on February 10, 2005
2 recommendations
Government response tabled on June 22, 2005

http://cmte.parl.gc.ca/cmte/CommitteePublication.aspx?COM=8997&Lang=1&SourceId=129017

The Committee considered matters relating to the decrease in the budget of the Women's Program for gender-equality at Status of Women Canada. Many witnesses participated in roundtables and identified issues around the funding of women's organizations through the Women's Program at Status of Women Canada as a priority area for action. The Committee recommended that the federal government increase funding to the Women's Program by at least 25% for investments in women's groups and equality-seeking organizations and that the disbursement of funds within Status of Women Canada should incorporate recommendations anticipated from the Women's Program evaluation expected in the summer of 2005. The response stated that once the evaluation process was completed, and the results were received, the Government would have the necessary information to move forward. The Government further indicated that increased funding would be considered through the customary priority-setting exercises, which occur in the lead-up to the federal budget.

Second Report of the Standing Committee on Status of Women, *Gender-Based Analysis: Building Blocks for Success*

Report tabled on April 19, 2005
9 recommendations
Government response tabled on September 26, 2005

http://cmte.parl.gc.ca/cmte/CommitteePublication.aspx?COM=8997&Lang=1&SourceId=129221

The Committee studied Gender-Based Analysis (GBA) and its application after meeting with multiple equality-seeking organizations throughout the fall of 2004. Through this study, the Committee explored: how gender-based analysis is implemented in federal government departments, the emerging and ongoing challenges to the implementation of gender-based analysis and the adequacy of current accountability mechanisms for gender-based analysis. The recommendations of the Committee included the possibility of legislation for systematic gender-based analysis, the importance of GBA accountability, consultations with equality seeking organizations, the role of the Central Agencies and the responsibility of individual departments for GBA. The Government response stated that a new gender equality strategy was being developed and that each recommendation of the report would be taken in consideration.

Third Report of the Standing Committee on Status of Women, *Funding Through the Women's Program: Women's Groups Speak Out*

Report tabled on May 20, 2005
10 recommendations
Government response tabled on September 26, 2005
http://cmte.parl.gc.ca/cmte/CommitteePublication.aspx?COM=8997&Lang=1&SourceId=129223

The Committee considered matters relating to the impact of the current funding arrangements between equality-seeking organizations and the Women's Program at Status of Women Canada, and on potential solutions to improve the functioning of those funding arrangements. The Committee reiterated its recommendation of an increase in funding to the Women's Program at Status of Women Canada by at least 25% for investments in women's groups and equality seeking organizations and suggested taking advantage of the ongoing review of the Women's Program to revise the funding to organizations by introducing a mix of core funding and project funding. Recommendations also included the development of fair and consistent practices, collaboration with equality seeking organizations and the attribution of several roles and tasks to Status of Women Canada. The Government response recognized the importance of the current evaluation of the Women's Program of Status of Women Canada and demonstrated the will to engage in a dialogue with women's and other equality-seeking organizations on Program redesign options, including funding mechanisms such as core and project funding.

List of Evaluations, 2005-06

Evaluation of the Aboriginal Representative Organizations Program (May 18, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_05_AROP/index_e.cfm

Evaluation of the Canada Music Council (May 18, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_01/2005_01_e.pdf

Formative Evaluation of the Canada Volunteerism Initiative (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_10_CVI/index_e.cfm

Formative Evaluation of the Participation Elements of the Sport Support Program (February 24, 2006)
http://www.pch.gc.ca/progs/em-cr/eval2006_e.cfm

Formative Evaluation of two Canadian Arts and Heritage Sustainability Program Components: Cultural Capitals of Canada and Networking Initiatives (June 22, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_06_CAHSP/index_e.cfm

Summative Evaluation of the Aboriginal Friendship Centre Program (May 18, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_08/CFF2005_eval_e.pdf

Summative Evaluation of the Canada Magazine Fund (January 25, 2006)
http://www.pch.gc.ca/progs/em-cr/eval/2006/2006_01/2006_01_e.pdf

Summative Evaluation of the Canada Travelling Exhibitions Indemnification Program (January 25, 2006)
http://www.pch.gc.ca/progs/em-cr/eval/2006/2006_01_CTE/index_e.cfm

Summative Evaluation of the Canadian Feature Film Policy (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_09/CFF2005_eval_e.pdf

Summative Evaluation of the Canadian Studies Program (May 18, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_10/CS_eval_2005_e.pdf

Summative Evaluation of the Canadian Television Fund (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_11/CTF_eval_2005_e.pdf

Summative Evaluation of the Implementation of Article 42 of the *Official Languages Act* (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_04/2005_04_e.pdf

Summative Evaluation of the Loan Loss Reserve Fund (June 22, 2005)
http://www.pch.gc.ca/progs/em-cr/eval2005_e.cfm

Summative Evaluation of the Movable Cultural Property Program (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/eval2005_e.cfm

Summative Evaluation of the Multiculturalism Program (February 24, 2006)
http://www.pch.gc.ca/progs/em-cr/eval2006_e.cfm

Summative Evaluation of the Museums Assistance Program/Canada Museums Association (May 18, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_05/CMAP-MAP_eval2005_e.pdf

Summative Evaluation of the Publications Assistance Program (June 22, 2005)
http://www.pch.gc.ca/progs/em-cr/eval/2005/2005_06/pap_eval_e.pdf

List of Internal Audits, 2005-06

Final Report - Audit of the Canadian Arts and Heritage Sustainability Program (CAHSP) (February 24, 2005)
http://www.pch.gc.ca/progs/em-cr/verif/2005/2005_01/CAHSP_e.pdf

Report on the Audit of the Hosting Program (Sport Canada) Assurance Services Directorate (June 15, 2005)
http://www.pch.gc.ca/progs/em-cr/verif/2005/2005_06/index_e.cfm

Final Report - Audit of the Canadian Heritage Information Network (CHIN) (October 19, 2005)
http://www.pch.gc.ca/progs/em-cr/verif/2005/2005_10/chin_aud_e.pdf

Audit of the Celebration, Commemoration and Learning Program (January 25, 2006)
http://www.pch.gc.ca/progs/em-cr/verif/2006/2006_02/2006_02_e.pdf

Audit of the Financial and Procurement Management of the Canadian Conservation Institute (February 26, 2006)
http://www.pch.gc.ca/progs/em-cr/verif/2006/2006_04/audit_04_e.pdf

Audit of the Contribution Agreements with the XI FINA World Championships - Montreal 2005 Organizing Committee (March 15, 2006)
http://www.pch.gc.ca/progs/em-cr/verif/2006/2006_01/2006_01_e.pdf

Audit from the Office of the Auditor General of Canada, 2005-06

2005 Reports of the Auditor General of Canada (November 22, 2005)
http://www.oag-bvg.gc.ca/domino/rapports.nsf/html/05menu_f.html

- Chapter 5 - Support to Cultural Industries
  http://www.oag-bvg.gc.ca/domino/reports.nsf/html/20051105ce.html

- News Release:
  http://www.oag-bvg.gc.ca/domino/media.nsf/html/20051105pr_f.html

Table 13:
Sustainable Development Strategy

Sustainable Development Strategy

Since 1997, all departments and certain agencies of the Government of Canada have been required to submit a sustainable development strategy every three years. This is a very important tool that serves to guide and communicate some of the ways in which the Government intends to meet its commitment to the continued prosperity of Canadians in a free, fair and healthy society.

In developing its third Sustainable Development Strategy, submitted February 16, 2004, the Department of Canadian Heritage focused on four major directions:

- Continuing to fulfill its role as the cultural piece of the sustainable development mosaic in Canada
- Participating in the process of building capacity in Aboriginal communities
- Assuming leadership on the social dimension of sustainable development
- Becoming more eco-efficient in our delivery of programs

In keeping with this strategy, the Department works actively to develop a precise vision of sustainable development so as to clarify its role in the more general strategy of the Government of Canada. The work done by numerous federal departments, including Canadian Heritage, to explore the social and cultural dimensions of sustainable development has led the Department to reflect more deeply upon the extent of its responsibilities. Keeping in mind that development should be sustainable to the benefit of current and future generations and that economic growth, environmental quality and the well-being of society are inextricably linked, the Department of Canadian Heritage is working to better define the parameters of the social and cultural dimensions of sustainable development so as to enhance an integrated approach to decision-making.

1. What are the key goals, objectives and/or long-term targets of the sustainable development strategy of the Department of Canadian Heritage?

The complete Sustainable Development Strategy 2004-2006 of the Department of Canadian Heritage can be found at http://www.pch.gc.ca/pc-ch/pubs/sds/index_e.cfm

The goals of our strategy are as follows:

Goal 1: To reduce the environmental impact of Canadian Heritage's internal operations.

Objective 1.1: To increase employee awareness of Canadian Heritage's approach to sustainable development.

Objective 1.2: To reduce the environmental impact of procurement.
Objective 1.3: To operate in a more eco-efficient manner.

Goal 2: To integrate sustainable development into Canadian Heritage programs and policies delivered directly by the Department or in partnership with others.

Objective 2.1: To raise awareness of clients regarding how they can integrate sustainable development into the delivery of projects funded by Canadian Heritage.

Objective 2.2: To integrate sustainable development principles into the design and delivery of the Vancouver 2010 Winter Olympics.

Objective 2.3: To improve the eco-efficiency of the Canadian Heritage Portfolio.

Goal 3: To integrate social and cultural dimensions into the federal government's broader vision of sustainable development in Canada.

Objective 3.1: To better understand the social and cultural dimensions of sustainable development.

2. How do these goals, objectives or targets help achieve the strategic outcomes of the Department of Canadian Heritage?

Two strategic outcomes are identified in the Program Activity Architecture of the Department of Canadian Heritage:

- Canadians express and share their diverse cultural experiences with each other and the world; and

- Canadians live in an inclusive society built on inter-cultural understanding and citizen participation.

These outcomes express what the Department wants to accomplish for Canadians. Most Canadian Heritage programs are in themselves sustainable development efforts on behalf of Canadian society, because almost all of our department's support programs contribute directly to the sustainability of their particular sector. Not only does the Department work to protect the heritage and history of Canadians, but it also strives to ensure their continuity. The goals, objectives and targets identified in the Sustainable Development Strategy of Canadian Heritage support the achievement of the Department's strategic outcomes. In this way, the programs of the Department contribute directly to the sustainable development of Canadian society: we protect our heritage, we work to build the Canada of today, and we do these things to ensure the greater influence of Canadian society and culture for future generations.

3. What were the targets of the Department of Canadian Heritage for the reporting period?

Target 1.1.1: To include information on sustainable development in existing courses.
Target 1.1.2: To develop an intranet site that features tip sheets on sustainable development and

promotes the availability of educational opportunities covering sustainable development.

Target 1.2.1: To offer employees information on green procurement as a part of low-dollar value procurement.

Target 1.2.2: To develop and incorporate "green" selection criteria into departmental requests for proposals, bids and prize awards.

Target 1.2.3: To increase employee awareness of the "Green Leaf" hotel program and to encourage employees to use this program.

Target 1.3.1: To reduce the amount of paper used per capita.

Target 1.3.2: To include "green" lease criteria in any leases signed by Canadian Heritage.

Target 1.3.3: To integrate "green" criteria into renovation and construction projects during the design phase.

Target 2.1.1: To distribute Sports Canada's Environmental Toolkit for event management to Canadian sports organizations.

Target 2.1.2: To develop a Sustainable Development Toolkit for event management for Canadian cultural organizations.

Target 2.2.1: To conduct environmental assessments for all projects directly related to the Vancouver 2010 Winter Olympics, where the federal government has authority.

Target 2.2.2: To develop a set of sustainable development principles that can be applied to the design and delivery of the Vancouver 2010 Winter Olympics.

Target 2.3.1: To consult on potential approaches with the agencies and Crown Corporations in the Canadian Heritage Portfolio to discuss how they can become more eco-efficient.

Target 3.1.1: To establish a vision of sustainable development for Canadian Heritage.

Target 3.1.2: To develop the first phase of an action plan aiming to integrate this vision of sustainable development into Canadian Heritage's operations, programs and policies.

4. What is the progress of the Department of Canadian Heritage (including outcomes achieved in relation to objectives and progress on targets) to date?

Throughout 2005-06, the Department continued to successfully incorporate "green" approaches into staff procedures, whether in terms of communication and training provided to employees, or of the choices made when purchasing equipment and selecting suppliers. Many achievements

are clear evidence of this increasingly widespread awareness at all levels in the Department concerning the importance of adopting everyday behaviors that minimize our impact on the environment and that will ultimately improve the environment for all:

- All materiel related courses developed by Materiel Management and Contracting Services now include training components on green procurement and sustainable development. Further more, in 2005-06 a significant number (exactly 164) of employees received advanced training to increase their awareness on sustainable development.

- The Financial Management Directorate's intranet now offers direct links to such Web sites as that for Canadian Heritage's Sustainable Development Strategy 2004-06, the Government of Canada's site on green procurement, the Green Procurement Network site and the Treasury Board of Canada Secretariat's site on green procurement. These links will enable employees to quickly access any governmental information they need to perform their work.

- The Department also promotes the use of the government's accommodation directory. Two companies, TerraChoice Environmental Services Inc. and CH2M Hill Canada Limited, are responsible for awarding a "Green Leaf" and/or "Green Key" rating to establishments that meet their environmental criteria. This information now enables employees to make environmentally informed choices while on business travel.

- We have entered the names of "green" suppliers that can offer "eco-certified" products in their catalogues into the Integrated Finance and Material System (IFMS or STAR). This type of classification enables us to determine precisely the number of transactions and the total amount paid for items purchased from these suppliers. We can therefore state that, in 2005-06, exactly 269 contracts or transactions totalling nearly $1,777,938.78 were carried out.

- All recent acquisitions of furniture over $25,000 now take into account green selection criteria and involve negotiating agreements for recycling outdated equipment. In addition, all office equipment and computers purchased are required to have ENERGY STAR® certification, which enables us to use the most energy-efficient products on the market.

- All the Department printer networks and photocopiers (owned or leased) can make double-sided copies, thereby reducing the amount of paper used by our employees. However, we cannot determine the savings realized through this measure in terms of the paper used. We are also still participating in the *PaperSave Program*, which enables us to recycle the wastepaper inside the appropriately labelled blue baskets.

- The 2010 Olympic and Paralympic Winter Games Federal Secretariat is working closely with many other federal departments, particularly with Environment Canada and with the 2010 Vancouver Organizing Committee to ensure that the necessary environmental assessments are done and that the principles of sustainable development are observed. On this subject, in addition to adopting a sustainable development policy and coherent

framework, the 2010 Vancouver Organizing Committee has even created a management position in its executive team responsible for environmental sustainability.

5. What adjustments has the Department of Canadian Heritage made, if any?

In regard to "green" selection criteria in bids submitted to the Department, our experience implementing procedures to foster sustainable development has taught us that we need to be flexible. Although we add generic sustainable development clauses in all contracts we sign with our suppliers, we have found that the number of "green" selection criteria should vary depending on the project. For example, management of the Canada Pavilion project at the 2005 World Exposition in Aichi, Japan, was driven by environmental considerations from the design to the dismantlement stages, while in other projects, green criteria were considered instead in terms of the Department's relations with its suppliers.

As for the objective of integrating the Department's sustainable development vision into operations, programs and policies, the achievements outlined earlier in terms of "greening" the Department's internal operations are clear evidence of the strides we have made in this regard. Nevertheless, the Department hopes that in the future it will be able to continue improving the way it integrates sustainable development principles and values in its strategic and operational activities, in particular by setting targeted and realistic objectives in connection with its next sustainable development strategy.

Web Sites

Canadian Heritage, Sustainable Development Strategy 2004–06
http://www.pch.gc.ca/pc-ch/pubs/sdd-sds/2004-2006/cont_e.cfm

Note: the Department participated to a study done by the Commissioner of the Environment and Sustainable Development (September 29, 2005) but it is Public Works and Government Services Canada who wrote the Government's response on behalf of all departments and agencies involved.

http://www.oag-bvg.gc.ca/domino/media.nsf/html/c200500pr_e.html

See Chapter 6 - Green Procurement
http://www.oag-bvg.gc.ca/domino/reports.nsf/html/c20050906ce.html

News Release:
http://www.oag-bvg.gc.ca/domino/media.nsf/html/c200506pr_e.html

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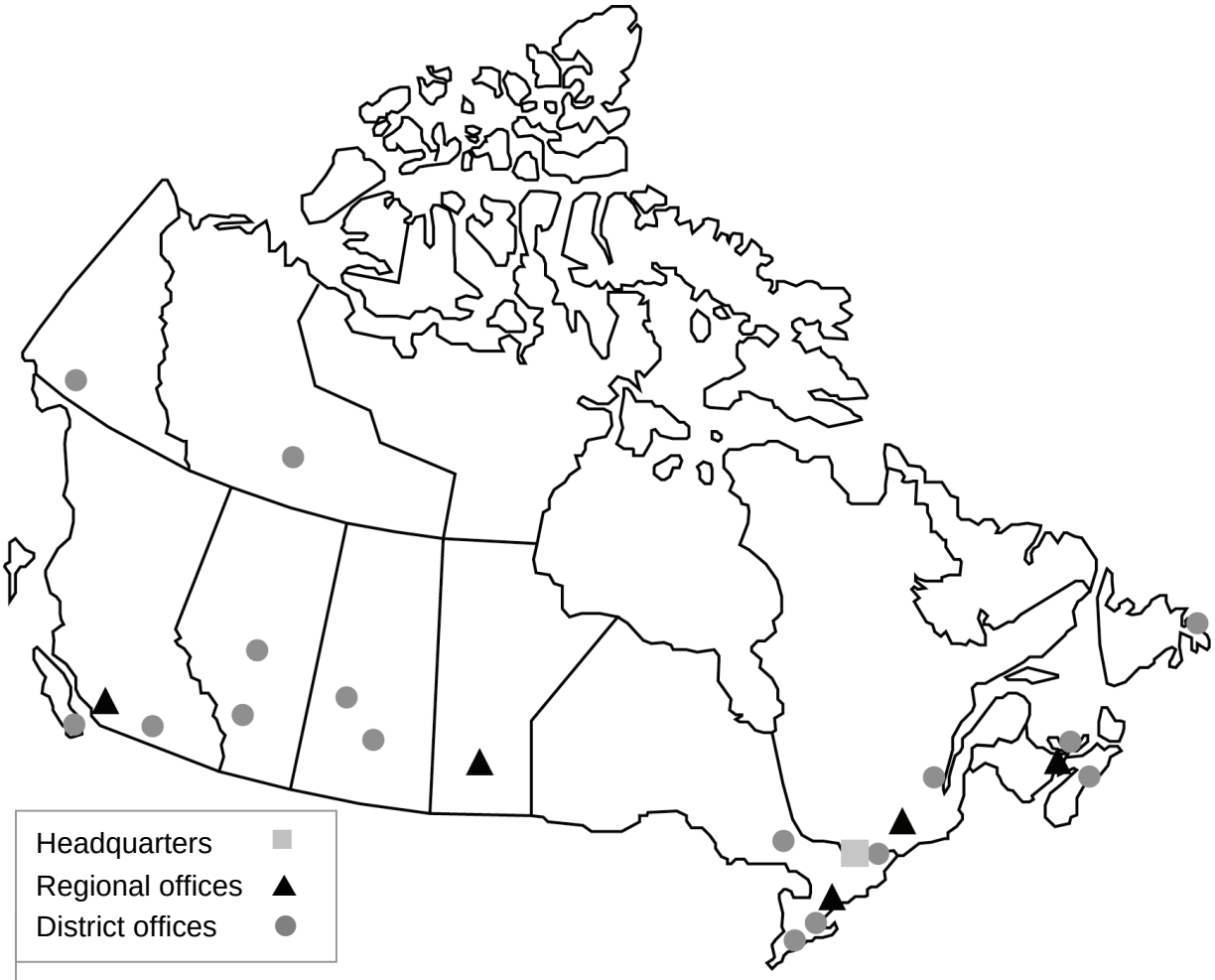
OTHER INFORMATION

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

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

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

Departmental Points of Service Across Canada



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- Gatineau, Quebec and Ottawa, Ontario

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- Kelowna, British Columbia
- Calgary, Alberta
- Edmonton, Alberta
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Department of Canadian Heritage Web site
http://www.canadianheritage.gc.ca

A-Z Index of Canadian Heritage Web site
http://www.pch.gc.ca/pc-ch/a-z/index_e.cfm