



Canadian Heritage

2004-2005 Estimates

Report on Plans and Priorities

Minister of Canadian Heritage
Minister responsible for Status of Women

Minister
of Canadian Heritage



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du Patrimoine canadien

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It is an honour for me to have been appointed Minister of a Department that plays such a significant role in the lives of all Canadians. There is a new sense of pride about what Canada is, what it has achieved, and what it might achieve in this new century that holds such promise. Above all, Canadians realize that our successes flow from Canada's distinctive social model, founded on linguistic duality, cultural diversity and inclusive social policy.



The plans and priorities outlined in this report stem from a deep understanding of the challenges and opportunities presented by the Canadian model. The Department's programs are designed to nurture creativity in all its forms, and encourage participation in the rich cultural life of Canada. Our programs – whether in the realm of the performing arts, Aboriginal languages and cultures, sport or heritage preservation – reach out to all Canadians.

The Department's vision of a cohesive and creative Canada cannot be realized without the assistance of many partners and active stakeholders. Throughout this report, we have highlighted areas where we will work with portfolio agencies, other departments, non-government organizations, the voluntary sector, and other levels of government and community-based stakeholders to realize Canada's enormous potential.

The goals outlined in this *2004-05 Report on Plans and Priorities* are ambitious. So are the goals Canadians set for themselves in this time of change. Together, we can harness the energy and confidence that characterize this important time in our country's evolution.

Liza Frulla

MANAGEMENT REPRESENTATION STATEMENT

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for the **Department of Canadian Heritage**.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *2004-2005 Departmental Report on Plans and Priorities Preparation Guide*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by Treasury Board Secretariat.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Judith A. LaRocque
Deputy Minister

Date

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1. Departmental Overview

Mandate, Roles and Responsibilities

The *Department of Canadian Heritage Act* sets out the mandate that the Department plays in Canadian cultural and civic life. Specifically, the Minister of Canadian Heritage and Minister responsible for Status of Women, assisted by the Minister of State (Multiculturalism) and the Minister of State (Sport), and supported by the Department, is responsible for policies and programs relating to broadcasting, cultural industries, arts, heritage, official languages, Canadian identity, citizens' participation, youth, multiculturalism and sport.

The Department provides services from 26 points of service located at its headquarters and in five regions. In addition, five Cultural Trade Development Officers are located outside the country to stimulate international cultural trade. The Department also manages five Canada Places and a comprehensive Web site (<http://www.canadianheritage.gc.ca>).

The Canadian Heritage Portfolio

The Canadian Heritage Portfolio, including the Department and 19 organizations and Crown corporations, plays a central role in supporting cultural and civic activity 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.

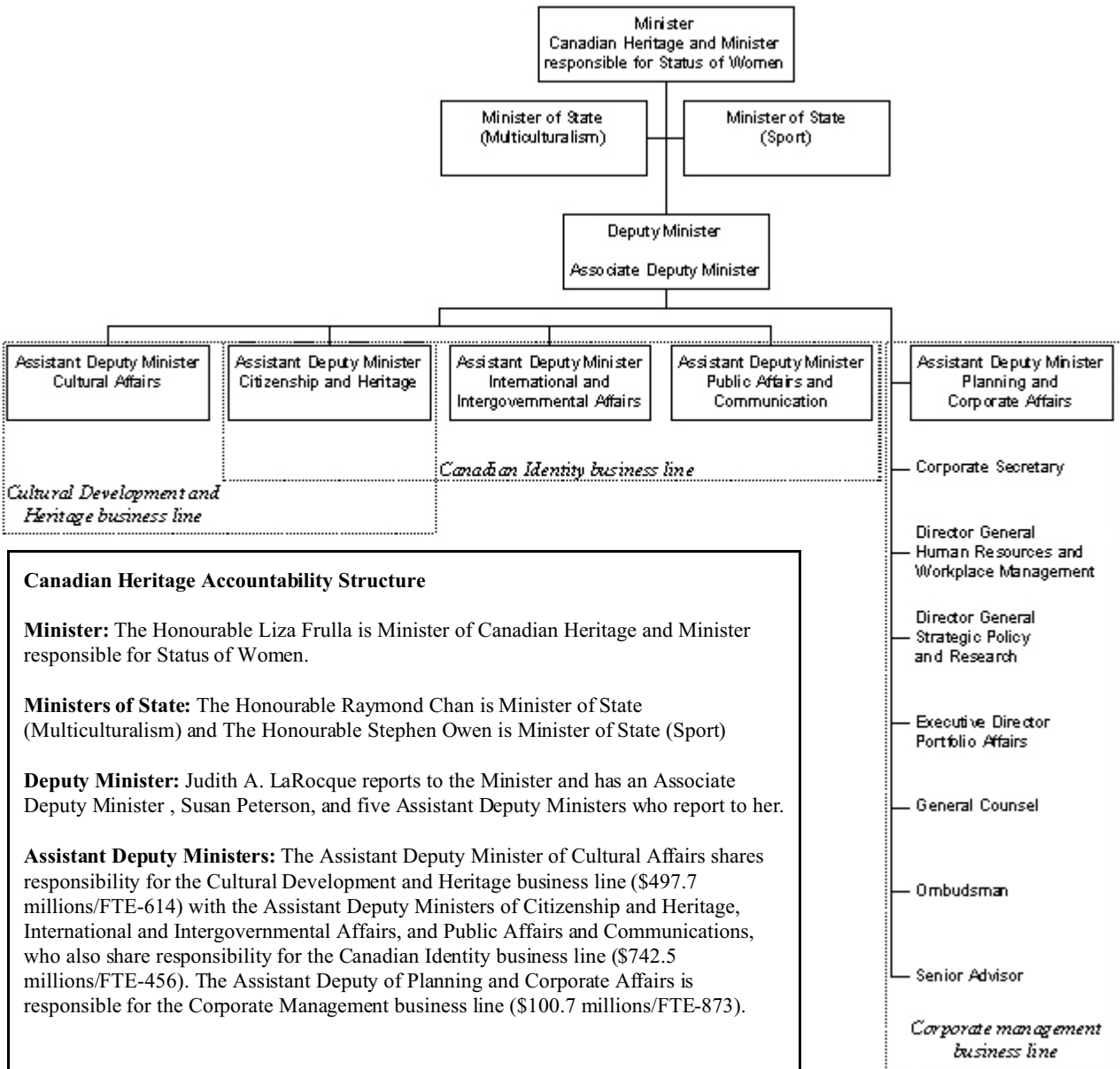
The Canadian Heritage Portfolio includes 19 organizations:

- **the Department of Canadian Heritage**, including the Canadian Conservation Institute and the Canadian Heritage Information Network;
- **ten Crown corporations**: the Canada Council for the Arts, the Canada Science and Technology Museum, the Canadian Broadcasting Corporation, Telefilm Canada, the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre, the National Capital Commission and the National Gallery of Canada;
- **five departmental agencies**: the Canadian Radio-television and Telecommunications Commission (an independent regulatory agency), the 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, which reports to Parliament through the Minister of Canadian Heritage and the Public Service Staff Relations Board. The restructuring of government undertaken in 2003, which added the Public Service Staff Relations Board to the Canadian Heritage Portfolio, enriched our goal of building a Canada that will be strong, diverse and cohesive. Further to this restructuring, the Parks Canada Agency became part of the Environment Canada Portfolio;
- 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 departmental 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.

Accountability Structure



Strategic Objectives and Business Lines

(\$millions)

Business Lines	Canadian Content	Cultural Participation and Engagement	Connections	Active Citizenship and Participation	Total
Cultural Development and Heritage	317.3	179.2	1.2	-	497.7
Canadian Identity	-	299.9	117.4	325.2	742.5
Corporate Management	31.0	54.0	6.1	9.7	100.8
Total Department	348.3	533.1	124.7	334.9	1,341.0

Departmental Planned Spending

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
Budgetary Main Estimates (gross)	968.7	1,131.8	862.8	865.0
Non-budgetary Main Estimates (gross)	0.01	0.01	0.01	0.01
Less: Respendable Revenue	4.7	4.7	4.7	4.7
Total Main Estimates	964.0	1,127.1	858.1	860.3
<i>Adjustments</i>				
Action Plan for Official Languages	14.3	-	-	-
Aboriginal programs for youth, women and representative organizations	27.2	-	-	-
Canadian Television Fund	87.5	37.5	100.0	-
Grant to Trans Canada Trail Foundation	15.0	-	-	-
National Aboriginal Achievement Foundation	12.0	-	-	-
Realignment of resources	0.7	-	-	-
Urban Multipurpose Aboriginal Youth Centres	-	-	25.0	25.0
Canada Magazine Fund Reallocation	-	-	10.0	10.0
2010 Olympic and Paralympic Winter Games	-	101.4	73.3	54.5
Development of excellence in the Canadian Sport System	-	60.0	10.0	10.0
Aboriginal Languages & Culture	-	5.0	17.5	20.0
Miscellaneous	7.7	9.9	0.6	0.6
<i>Total Adjustments*</i>	164.4	213.8	236.4	120.1
Net Planned Spending	1,128.4	1,340.9	1,094.5	980.4
Less: Non-respendable Revenue	59.3	58.0	58.0	58.0
Plus: Cost of Services Received Without Charge	25.1	24.6	24.6	24.6
Net Cost of Program	1,094.2	1,307.5	1,061.1	947.0
Full Time Equivalents	2,087	1,943	1,769	1,770

* These amounts are linked to a series of planned initiatives that will be the subject of consultation with various stakeholders.

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. The four pillars that support our raison d'être – 1. Canadian content, 2. cultural participation and engagement, 3. connections, and 4. active citizenship and civic participation – help give shape to policies, programs and services offered to Canadians.

The Department's Partners

The agencies and Crown corporations of the Canadian Heritage Portfolio are major partners of the Department. Canadian Heritage works with the Portfolio to implement a coherent and integrated perspective on governmental priorities and policy objectives. Key areas of Portfolio cooperation include the digitization of cultural holdings; national and international cultural promotion and joint participation in major events; participation in the Government Online initiative; and the inclusion of young Canadians in their communities, and in artistic and heritage activities.

To ensure more effective use of departmental resources, Canadian Heritage will continue to pursue a collaborative approach to federal-provincial-territorial relations. The Department will continue to work with community partners, the private sector, and other levels of government, in pursuing its objectives. The Department will also maintain our strong relationships with federal departments that address other facets of our objectives and priorities.

Planning Overview

Canadian Heritage's initiatives are funded primarily through grants and contributions, and the Department abides by the terms and conditions set out for each.

Canada's diversity represents a vast pool of creative ideas - particularly when combined with our leadership in information and communication technologies. Our economy is shifting to place an ever greater emphasis on creativity as the central determinant of values and the source of innovation. This emphasis is magnified by the remarkable consensus among Canadians across the country on the importance of four core values: shared community and mutual responsibility; respect for diversity and equality; importance of choice and quality of life; and democratic ideals and accountability. Taken together, these core values reinforce the importance to Canadians of a strong social agenda - and for continued deliberate leadership in strengthening the fabric of our country. They also begin to define the key opportunities and challenges in realizing the underlying potential of a new Canada.

The Department's direction is influenced by the realities that shaped Canada and continue to form it as it moves into the 21st century. Characterized by our linguistic duality and cultural diversity, our vast size, the face of Canada is changing. Our diversity continues to increase, with immigration becoming a significant factor in our population growth. Like most countries around the world, we are becoming increasingly urbanized: from 65 percent in 1971 to 80 percent in 2001. The engine of our economy is shifting to knowledge-based industries, and we are exceptionally well positioned to attract a growing number of creative people who will fuel the knowledge economy in the future and keep us in the forefront of the global information economy. Canadian Heritage is actively planning for this new Canada.

The Department's mission - as expressed in our Raison d'être - is fundamentally concerned with the social foundations of Canada. As a country, we face the ongoing challenge of remaining diverse and inclusive while ensuring that individuals are sufficiently connected for meaningful civic and cultural participation. Because Canada has no single founding mythology, and has a relatively small, diverse population, we can never take for granted our sense of country. Deliberate efforts are required to connect Canadians. Through regional offices, public consultations and public opinion research, the Department continues to stay in touch with Canadians in a continuing effort to improve our services.

To help strengthen the unique societal model that we have developed, Canadian Heritage will continue to fund initiatives that encourage Canadians to express themselves creatively, participate in cultural activities and remain engaged in the life and stories of the country.

Among the challenges that threaten the continued evolution of a cohesive and creative Canada are: the fragmentation that can occur within a country as diverse as ours compounded by recent

world events; the disengagement of citizens from the country's political institutions; and the fact that globalization while providing clear benefits also presents new challenges for public policies aimed at ensuring Canadians have access to Canadian cultural content.

These challenges have been on the Department's horizon for several years, and through its ongoing effort to develop an integrated approach to overcoming them, three strategic priorities have been introduced in the past fiscal year. These priorities have been developed in concert with other departments, and Canadian Heritage will work in tandem with these partners and other stakeholders, as required, to deliver programs that will help realize Canada's potential. These are:

Vibrant and Creative Communities – Realizing the benefits of diversity and creative excellence in Canadian cities and throughout Canada's diverse communities.

Shared Citizenship – Bringing Canadians together as citizens, and ensuring citizen engagement, access, participation and inclusion for all Canadians.

A Confident and Competitive Voice at Home and Abroad – Fostering innovation, excellence and prosperity, and projecting Canadian culture abroad, through a strong cultural sector and international leadership.

Together, these priorities outline a vision of Canada as a country that can take advantage of its unique assets to be among the most cohesive and creative societies in the 21st century.

As a department, one of our biggest challenges is how to gauge our success. Measuring performance in social development can be difficult since the changes sought in the social fabric of a country are typically incremental. Results can often be seen most clearly in the long term. For the Department's initiatives related to participation, attendance, sales, youth exchanges and the Community Partnerships Program, performance measures have been developed to offer both an immediate and long-term context.

These performance measures will demonstrate the results achieved by program areas over time. For those initiatives where awareness, perception and appreciation are factors, public opinion polling will provide measurement data.

The Department strives for management excellence and makes its work as transparent as possible ensuring that Canadians can see their tax dollars at work. In delivering programs that help us realize the goals outlined under each of our three overarching priorities Canadian Heritage will continue to be mindful of the challenge it shares with all other departments: to provide the utmost value for Canadians.

CANADIAN HERITAGE
Strategic Framework

Mission

Towards a More Cohesive and Creative Canada

To contribute to a cohesive and creative Canada in which all Canadians have opportunities to participate in Canada's cultural and civic life

Strategic Objectives

Results for Canadians

Canadian Content

Promoting the creation, dissemination and preservation of diverse Canadian cultural works, stories and symbols reflective of our values and aspirations

-1-
Canadian content that is reflective of Canada's diverse society is created and produced

-2-
Canadian content is available and accessible in domestic and international markets

-3-
Canada's diverse cultural and natural heritage is preserved for Canadians now and in the future

Cultural Participation and Engagement

Fostering access to and participation in Canada's cultural life

-4-
Canadians have access to a diverse range of Canadian voices and experiences.

-5-
Canadians of all backgrounds participate in culture and sport experiences

-6-
Canadians excel domestically and internationally in culture and sport

Connections

Fostering and strengthening connections among Canadians and deepening understanding across diverse communities

-7-
Canadians of all backgrounds interact across diverse communities

-8-
Canadians understand and value diversity in Canadian society

Active Citizenship and Civic Participation

Promoting understanding of the rights and responsibilities of shared citizenship and fostering opportunities to participate in Canada's civic life

-9-
Canadians of all backgrounds understand and value their citizenship

-10-
Canadians of all backgrounds are engaged in community and civic life

Striving for Management Excellence

2. Plans and Priorities by Strategic Objective

Strategic Objective 1:

Canadian Content

Promoting the creation, dissemination and preservation of diverse Canadian cultural works, stories and symbols reflective of our past and expressive of our values and aspirations

Contributing to a cohesive and creative Canada, Canadian Heritage works to develop opportunities and provide avenues for Canada's distinctive voice to be heard, both at home and abroad. The Department's initiatives foster the growth of environments that attract diverse, creative people and nurture innovative ideas. It also helps build the infrastructure that allows creators to share their work and funds programs that protect works that are distinctly Canadian.

Over the next three years, the Department will strengthen the legislative, regulatory and policy framework for Canada's cultural sector. One key activity for the Department in the next year will be the evaluation of a number of programs introduced in 2001 as part of the *Tomorrow Starts Today* cultural package in order to rejuvenate our arts, culture and heritage programs. Assessing the results of these programs for Canadians will be key to decisions on future funding for the programs.

The creation of distinctively Canadian cultural works fulfills a key element of the Department's strategic priority, *Confident and Competitive Voice at Home and Abroad*. Canadian performing artists have had growing success at home and abroad. Twenty-three percent of records sold in Canada are by Canadians, and Canada's top 21 artists have sold more than \$12 billion worth of records around the world, making Canada the second largest source of music talent. Such success did not happen overnight; it is the result of sound policy decisions and timely investments through targeted programs. Continued stable investment in sound recording through the Canada Music Fund is essential to continued growth and success.

Canadian book and periodical publishers, which are mostly small-and medium-sized enterprises (SMEs), are successful in their markets, holding market shares of 40 and 50 percent respectively. Despite their success, Canadian publishers face challenges due to the small size and relative openness of the Canadian publishing market. Issues of competition, access to capital, human resource development, and succession planning preoccupy publishers. Building on past success, the Department will strive to develop strategies to build the capacity and strengthen the viability of Canadian publishing companies, with priority given to SMEs, Aboriginal, ethnocultural and minority official-language publishers.

Canadian periodicals provide Canadians with access to their own voices, knowledge of their own stories and a reflection of their own experiences. The Department recognizes the importance for Canadians to have access to a diverse range of Canadian periodicals, in particular ethnocultural

magazines and newspapers, Aboriginal periodicals, community newspapers, national and regional weekly newspapers, minority official-language periodicals and request circulation magazines. Enhanced distribution support for the publishers of such periodicals was announced in 2003, and the Department will continue to develop strategies in this regard.

Canada's cities are home and workplace to 80 percent of residents. Our six largest urban areas comprise 44 percent of our population, and the size of some cities exceeds some provinces, setting up an environment where the traditional adversarial relationship between different levels of government must give way to a relationship characterized by partnership and cooperation.

For Canada to lead in quality of life and international competitiveness, our communities must be creative and vibrant, drawing strength from the diversity of our population. We must place equal emphasis on our economic, environmental, social, and cultural foundations to create, develop and sustain successful communities that attract and nurture creative knowledge workers of the new century and inspire creative activities. The competitiveness of urban communities depends on this ability.

Building creative communities requires an understanding of, and support for the role of culture. Retaining heritage buildings, renovating existing cultural infrastructure or building new facilities, establishing conditions that allow artists to remain in communities, developing cultural tourism, fostering social cohesion through community projects, encouraging presenters to showcase diverse cultural heritage and artistic talent - these are some of the ways to build creative communities. As reported in the *2002-03 Departmental Performance Report*, work is continuing on the development of a comprehensive Heritage Policy Framework and Strategic Action Plan. The goal is a modern, inclusive approach to heritage needs, which would be the government's first comprehensive policy on the subject. In the short term, the Department will identify proposed federal roles, policy positions and priority actions.

Canadian Heritage currently supports arts and culture in communities in a myriad of ways. Over the next three years, particular emphasis will be given to strengthening the role of culture and creativity in building communities that can attract and sustain Canada's creative communities. The Department will contribute further by creating awareness of the role of culture in developing strong communities and by working in partnership with other federal departments and agencies and with other levels of government to achieve shared goals.

Canadian Heritage is committed to providing Canadians with cultural experiences that reflect the current fabric of our society. Visible minorities will constitute an estimated 20 percent of Canada's population by 2016, with the majority settling in major urban centres (Statistics Canada). Studies indicate, however, that not all members of communities are participating equally in opportunities for creative expression. The government has an opportunity to promote the strengthening and sharing of diverse voices within our various communities. Facilitating access to programs for artists and organizations from Aboriginal, culturally diverse, and minority official-language communities will ensure that the diversity of our society is reflected in the

artistic experiences available to Canadians. In strengthening our investment in the art born of other traditions we build creative and cohesive places, as well as a connected country - community by community, from one region to the next.

One of the primary challenges facing communities is making the transition to the digital economy. This challenge can take many forms – and if utilized strategically can be channelled as opportunities - from individual musicians seeking protection from downloading of their work to television networks facing the massive switch to high-definition digital programming to local communities across the country who wish to share their stories Online. While Canada is at the forefront of the global shift towards digital technologies for communications and entertainment, the government continues to have an important role to play in facilitating a beneficial transition to the digital economy for the cultural sector. Several activities will be undertaken in the current planning period to address this issue. These include: an increase in the creation of Canadian interactive digital cultural content on the Internet; the development of a legislative package on copyright reform; new policy development addressing how cultural industries are adjusting to the digital economy; and a study of the fairness of the existing structure of broadcast licencing fees.

In its response to the report on the review of Canada's broadcasting system the Standing Committee on Canadian Heritage tabled in Parliament in late 2003, the government highlighted several areas that require attention. In addition to the aforementioned licensing fee structure, these include: foreign ownership; the structure of the Canadian Television Fund (CTF); Aboriginal broadcasting; and various policies and mandates related to the Canadian Radio-Television and Telecommunications Commission and the Canadian Broadcasting Corporation.

The Department will also propose amendments to the *Radiocommunication Act* in an effort to curb the piracy of satellite signals and strengthen the capacity of the Canadian broadcasting system. It will also develop options to modernize the legislation governing Telefilm Canada, and will focus on eliminating unnecessary duplication in the assessment and certification of Canadian content with respect to film and video by centralizing the certification process at the Canadian Audio-Visual Certification Office.

Recognizing the enormous potential that exists for Canada to become a global example of how to foster a creative community in this century, Canadian Heritage will, in this planning period, focus on reinforcing the foundation that already exists and build new channels to reach a broader audience. International expositions are one of the avenues through which the Department will reach out to Canada's multifaceted creative talents, fostering the creation of new cultural products and disseminating them to a broad international audience.

The Department will also build opportunities in foreign markets to enhance the viability of Canadian cultural products and services. This will address one of the primary components of the strategic priority of building *A Confident and Competitive Canadian Voice At Home and Abroad*.

Developing foreign markets for Canada's cultural products is a commercial imperative. As a market of just 31.8 million linguistically diverse people – Canada has difficulty sustaining the full potential of its arts and cultural sector on its own. To grow and prosper our creative community of artists and creators must have a global reach.

Canadian Heritage continues to collaborate with the Department of Foreign Affairs Canada and the Department of International Trade Canada to play a leading role in building support for a United Nations Educational, Scientific, and Cultural Organization (UNESCO) Convention on Cultural Diversity and is preparing for the intergovernmental negotiations that will begin in Fall 2004. The goal is the creation of a new convention that will help establish an international framework of ground rules that enable Canada and other countries to maintain policies that promote their culture while respecting the rules of the international trading system and ensuring markets for Canada's cultural exports. The immediate focus is on developing a draft convention for consideration at the 2005 UNESCO General Conference. Extensive consultative and technical work, domestically and internationally, will be required by both Canadian Heritage and the Department of Foreign Affairs Canada and the Department of International Trade Canada.

Canada will increase efforts to build and strengthen relationships with key policy- and decision-makers in the United States and the U.S. private sector. As our closest neighbour and ally, and the market for 96 percent of our cultural goods, the U.S. is obviously a critical partner for Canada on international cultural policy issues and a key target for Canada's hopes of expanding its creative exports. Working closely with the Department of Foreign Affairs Canada and the Department of International Trade Canada, Canadian Heritage will build on common ground in the cultural sphere to develop cultural bridges and understanding between Canada and the U.S.

In an effort to make the most of international business opportunities the Trade Routes Program, introduced in 2001 as a four-year, \$32-million pilot project was implemented to help Small Medium Enterprises and non-profit organizations in the arts and cultural sector. Trade Routes will continue to deliver coordinated export support to Canada's arts and cultural sector. Through its contributions program, information resources, and cultural trade advisers, the program ensures that arts and cultural SMEs have access to the full range of the government's international business development activities delivered under the Team Canada Inc. umbrella. The expansion of service delivery, in Canada and internationally, to arts and cultural SMEs will be an important component of the renewal as the program continues to focus on strategic export markets. A renewal of the Program would be the cornerstone of increasing Canada's arts and cultural sector's contribution to building a 21st century economy in Canada. The expansion of international markets for Canada's cultural exports would help ensure a vibrant domestic arts and cultural sector and position Canada as one of the global leaders in cultural goods and services.

The Department will continue to showcase Canadian cultural content and bring Canadian cultural work to Canadians and the world via Canada's virtual cultural gateway, Culture.ca, and will support the participation of cultural practitioners and professional artists through the continuing development of the Canadian Cultural Observatory and its interactive digital hub, Culturescope.ca.

Strategic Objective 2:

Cultural Participation and Engagement

Fostering access to and participation in Canada's cultural life

A country's culture does not belong simply to those who create works of art, manage arts organizations or entertain, culture is a part of all our lives. As Canadians, we come together around our literature, our music, our sporting events, our international expositions, our languages and traditions, and our shared geography. According to the Decima Study, *The Arts in Canada: Access and Availability*, 2002, 75 percent of us believe that arts and culture enrich our lives. In working towards our strategic priorities of *Vibrant and Creative Communities*, and *A Confident and Competitive Voice at Home and Abroad*, the Department initiates programs that invite Canadians to participate in our collective cultural experience.

Participating in our shared culture transforms our diversity into a national strength, and fuels our collective creativity. Whether it is on an indoor curling rink in small-town Manitoba, a soccer field in downtown Toronto or a makeshift outdoor hockey rink in Edmonton with 50,000 fans in attendance and millions more watching on TV, Canadians often bond through their love of sport.

As a nation, we believe in the power of sports, and we want that power to be used to build stronger, more vibrant communities. More than 90 percent of Canadians believe that community sport has a positive influence on youth (Decima, 2002), yet fewer than one in five are very confident that this potential is being realized today. In response, Canadian Heritage, through Sport Canada and in partnership with the Canadian Centre for Ethics in Sport, hosted *The Sport We Want Symposium* in 2003, and will be developing a follow-up strategy in the context of the Canadian Strategy for Ethical Conduct in Sport. The goal is to promote community sport leadership that reflects core values such as respect, honesty, fair play, discipline, commitment and effort.

The Department is committed to supporting the transition of the National coaching Certification Program from its traditional knowledge-based approach to one based on the achievement of coaching competencies. This transition will include a new education model that addresses the development and delivery of training programs for community coaches and instructors based on the needs of participants.

Sports and culture can also work hand-in-hand, as seen in the Jeux de la Francophonie, which took place in Ottawa/Gatineau in 2002, the 2003 World Road Cycling Championships in Hamilton, and in the Olympics and Paralympics, where a cultural component is increasingly important and will be highlighted at the 2010 Winter Olympic and Paralympic Games. As a result of Canada's successful Bid winning the right to host the Olympic and Paralympic Winter Games in Vancouver and Whistler in 2010, a Federal Secretariat has been created within the

Department of Canadian Heritage to lead and coordinate federal government involvement, including the provision of essential government services in such key areas as security, customs and immigration, as well as to develop a solid and coherent government of Canada strategy in the planning and hosting of the 2010 Olympic and Paralympic Winter Games.

The Department will move toward a better planned and coordinated approach to the process of bidding and awarding bids to host international sporting events in Canada by implementing an International Sport Event Hosting Strategy. The strategy will allow for fiscally responsible decisions, strengthen the athlete development system throughout Canada, and create sport, economic and community benefits.

The Department also recognizes that Aboriginal people, Canadians with a disability and women and girls are under-represented in sport. Using the framework provided by the Canadian Sport Policy – adopted jointly by the federal, provincial and territorial governments in 2002 – and the funds allocated in the 2003 federal budget, initiatives are being established to increase the rates of participation for under-represented groups in sport through the Department's Sport Participation Development Program and bilateral agreements with provinces and territories. Within the general direction of the Canadian Sport Policy, the Department will develop an Aboriginal Sport Policy with the objective of improving the status of Aboriginal sport in coming years.

In partnership with the Canadian International Development Agency (CIDA), the Department has demonstrated that sport can be a successful tool for personal and social development at the international level. Through the Canadian Sport Leadership Corps and the Commonwealth Sport Development Program, countries in Africa and the Caribbean have benefited from Canadian expertise and financial resources to promote and encourage development through sport. These programs will continue to be in place for 2004-05.

The Department will also play a lead role in the development of a UNESCO convention on anti-doping in sport. The draft convention will be discussed by ministers and senior officials at the International Conference of Ministers and Senior Officials responsible for Physical Education and Sports (MINEPS) meeting in Athens in December 2004 and is targeted for approval by the General Conference of UNESCO in 2005.

Sport is just one area where the Department will take action to ensure the inclusion and participation of Aboriginal peoples. This planning period will see the development of a strategic vision that will provide guidance to federal Aboriginal and social policies. The goals of this vision will be to strengthen Aboriginal cultures and languages, increase the participation of Aboriginal people in Canadian society and decision-making, and build greater understanding between Aboriginal and non-Aboriginal Canadians.

Canadian Heritage is committed to strengthening its relationship with the Aboriginal artistic community. The Department provides support to the National Aboriginal Achievement Foundation to improve the situation of Aboriginal artists and cultural organizations through initiatives such as the promotion of the development and education of Aboriginal artists and cultural workers, the recognition of outstanding Aboriginal achievers in all Canadian endeavours, career choices for Aboriginal youth, and scholarships for Aboriginal students enrolled in post-secondary programs.

The National Gathering on Aboriginal Artistic Expression, outlined in the 2002-03 Departmental Performance Report, generated specific recommendations that are guiding the development of an action plan to create a five-year policy framework on Aboriginal artistic expression. This new framework will encompass the full range of artistic expression by Aboriginal peoples in Canada, with particular attention to the views of Elders and youth.

The Forum on Diversity and Culture, held in Ottawa, June 2003, led to the creation of a Strategic Plan on Diversity and Culture. A National Gathering on Aboriginal Cultures and Tourism, held in December 2003, and a forum on traditional knowledge, which is currently in the planning stages will also contribute to advancing the Department objectives in this area. The Department will work with the Canada Council, Telefilm Canada and the National Film Board on a three-year initiative, that will contribute towards activities designed to accelerate the integration of culturally diverse and Aboriginal filmmakers and producers in Canada's audiovisual landscape.

December 2003 saw the launch of a task force to advise the government on the establishment of an Aboriginal Languages and Cultures Centre, to be operated under the stewardship of Aboriginal people, that will continue to focus primarily on the preservation, revitalization and promotion of Aboriginal languages.

Canada's natural beauty and rich history has long made the country a popular tourist destination, both for foreign visitors and Canadians themselves. Recent events - notably the general decline in airline travel, the outbreak of SARS in 2003, and the extensive forest fires in British Columbia - have demonstrated the relative fragility of tourism, and pointed to the lack of a comprehensive tourism strategy for Canada. In response, a National Tourism Strategy - led federally by Industry Canada - is being developed in cooperation with provincial and territorial governments and the private sector to support the recovery of Canadian tourism. Canadian Heritage is working with Industry Canada to ensure that the National Strategy looks beyond the marketing and product development aspects of tourism to include principles of sustainability and recognize the valuable contribution that cultural, heritage and sporting assets and events make to the success of tourism in Canada. Canadian Heritage will also work with Portfolio partners and external stakeholders to develop a Portfolio-wide policy that will maximize the social and cultural benefits of tourism, and prevent, and mitigate any potential negative impacts of tourism.

To gain a better understanding of the challenges and opportunities of tourism for culture and heritage, the Department is cooperating with the provinces and territories on a two-year, \$500,000 pilot project, the federal, provincial, territorial Cultural/Heritage and Tourism Initiative, that focuses on the relationship between culture/heritage and tourism. This initiative, which was formally launched in November 2003, seeks to address important issues such as the economic benefits of tourism for culture and heritage, the building of the culture/heritage sector's capacity to participate in tourism, and the strengthening of relationships between Aboriginal cultures and heritage stakeholders and other tourism stakeholders.

Strategic Objective 3:

Connections

Fostering and strengthening connections among Canadians and deepening understanding across diverse communities.

Supporting the development of a society that is inclusive and that embraces its increasing diversity is one of the Department's primary goals, and it continues to be one of the attributes that sets Canada apart from the rest of the world. The last census showed that the country has 200 different ethnic groups, and that visible minorities make up 13.4 percent of the general population and as much as 37 percent of the population of Toronto and Vancouver. Canadian Heritage's initiatives in the area of its strategic priorities, *Vibrant and Creative Communities* and *Shared Citizenship*, aim for Canadians of all backgrounds to interact across diverse communities and understand and value diversity.

The Department will enhance educational content of current initiatives and support future initiatives that bring ethnocultural/racial communities together to foster cross-cultural understanding, and will enhance public education efforts to address racism in order to strengthen the foundations of our multicultural society while ensuring that the focus expands to all Canadians. In 2004-05, the Department will enable over 25,000 Canadian youth to participate in a wide variety of youth exchange programs and activities.

Through the Exchanges Canada Program, 15,000 youth will have the opportunity to gain a better understanding of their country, connect with one another and experience the diversity of Canada's communities. In order to increase access to exchange opportunities for all young Canadians, the Exchanges Canada Program will continue to meet and exceed its targets for traditionally under-represented groups such as visible minorities, Aboriginal youth, youth with disabilities, youth from low-income households and youth from rural and remote areas.

International expositions are one of the means through which the Department fosters the inter-connectivity of Canada's multicultural society by encouraging a pan-Canadian participation that bridges all regions of the country and by reaching out to all its citizens to engage them actively in the expo experience. Other means of fostering and strengthening connections among Canadians are activities such as this year's celebration at St. Croix Island in New Brunswick of the 400th anniversary of the arrival of the French in North America, and Canada's participation at Expo 2005.

Canada is also characterized by its linguistic duality. Some non-governmental organizations, particularly in the voluntary sector, remain unable to offer services in both official languages. This problem has been exacerbated by the growth of the Internet, and the federal government has come under some criticism for providing links to unilingual Web sites. Also, unilingual

Canadians often rely on information from regional organizations that serve them in their language when national organizations do not meet their language needs. Over the next few years, Canadian Heritage will develop partnerships with key organizations to provide counselling services and help voluntary organizations provide bilingual services. This will include the launch of a Web site with strategies for making organizations bilingual.

The 2001 Census found that 24 percent of Canadians age 15 to 19 can converse in both English and French, the highest this figure has ever been. In recognition of the fact that proficiency in both official languages helps youth take full advantage of job-market opportunities, new funding for second-language instruction (\$137 million over five years) has been allocated to the Department as part of the federal government's Action Plan on Official Languages announced in March 2003. In 2004-05, the Department will renew its co-operation with the provinces and territories with a view to doubling in 10 years the proportion of young Canadians between the ages of 15 and 19 who have a working knowledge of both official languages. This initiative will assist in fostering participation in Canadian civic life.

Increased federal, provincial and territorial (FPT) cooperation ranks second only to health care in importance to Canadians, and the Department has identified a significant opportunity to establish a new approach to FPT collaboration on cultural issues. The March 2003 conference of FPT Ministers of Culture and Heritage was their first meeting in five years, and a number of participants underlined the importance of annual meetings. Given the open intergovernmental climate, the Department is proposing to take a leadership role in working toward the development of a Canadian strategy, or plan, based on common principles or objectives. The strategy would seek to increase the alignment of FPT policies and initiatives as well increase the value for money of federal investments and results for Canadians. A component of this new approach will be annual meetings of FPT of Culture and Heritage Ministers with the federal Minister of Canadian Heritage as a permanent co-chair.

Strategic Objective 4:

Active Citizenship and Civic Participation

Promoting understanding of the rights and responsibilities of shared citizenship and fostering opportunities to participate in Canada's civic life

The active participation in the life of a country can take many forms – from the basic act of voting, volunteering at the community level to participation in public events reflecting our heritage, values, and identity, such as Canada Day, Royal Visits and international expositions. Participation in events, requests for promotional and/or learning/resource material that provide information on Canada's symbols, flag, monarchy, expositions, and celebratory and commemorative activities, demonstrates the desire Canadians have to participate in their country. One of the most significant challenges Canada faces is how to make all of its diverse people feel that they are a part of a greater whole, that Canada is truly their home. Understanding Canada's past, and the roles played by the diverse groups who helped shape Canadian society is integral to becoming an engaged and active citizen. National Flag Day and Canada Day are good examples of initiatives that bring people together in common celebration of our symbols and, by extension, our citizenship. Over this planning period, the Department will review the Canadian Studies Program to maximize access to learning materials that foster a heightened awareness and appreciation of Canada and Canadians.

Volunteering is another important indicator of citizen participation. Canadians currently volunteer more than 1 billion hours per year, or the equivalent of 549,000 full-time jobs. In order to foster their efforts, the Department continues to support the Canada Volunteerism Initiative. This Initiative aims to raise awareness, promote volunteering, and strengthen the capacity of voluntary organizations to provide programs and services for Canadians. In the upcoming year, the Department will undertake a mid-term evaluation of the Initiative to determine if any adjustments are necessary.

The Department will also work toward renewing its Aboriginal programs, which distribute more than \$65 million annually, to better address the current needs and concerns of the Aboriginal community in Canada and foster opportunities to participate more fully in Canada's civic life. The programs support Inuit, Métis, Non-Status Indian and First Nations organizations working with governments and other Canadians to resolve the issues affecting their lives. They also focus predominantly off-reserve and build on, as well as strengthen, Aboriginal cultural distinctiveness and heritage.

Recognizing that knowledge and enjoyment of human rights is a prerequisite to active citizenship and civic participation, Canadian Heritage, together with the Departments of Justice and Foreign Affairs, will continue to provide coordinated leadership across the broad range of human rights issues.

Human rights is a horizontal issue with implications at the social, cultural, judicial and international levels. The renewal of the Human Rights Program in 2004-05 will focus on increasing its partnerships within the federal government, with provincial and territorial governments, and with civil society. The Court Challenges Program will continue to provide disadvantaged and linguistic groups with funding for national test cases that clarify constitutional equality and language rights.

The Department will also identify and address systemic barriers to participation for ethnocultural/racial communities, and help these communities build their capacity to address issues such as discrimination and foreign credential recognition. Partnerships will be forged with federal departments for the development of tools and initiatives to support public servants efforts to promote and respect multiculturalism in programs, policies and service delivery.

Furthermore, the 2001 Census showed that the number of minority francophone students eligible under Section 23 of the *Canadian Charter of Rights and Freedoms* to receive an education in their own language had risen by 12 percent since 1986. As part of the federal government's Action Plan on Official Languages announced in March 2003, the Department will be granted \$209 million over five years for minority-language education. Beginning in 2004-05, the Department will establish partnerships with the provinces and territories with the goal of matching the progress seen since 1986. The Department will also renew its cooperation both with the provinces and territories and with official-language minority communities to enable these communities to benefit from an enhanced community life and have access to services in their language.

Results for Canadians – Striving for Management Excellence

Results for Canadians is an agenda for modern management designed to respond to Canadians' rapidly changing expectations and priorities in the current policy environment. Canadian Heritage commits to excellence in four areas critical to building a more cohesive and creative Canada, and to developing new initiatives in the medium term that further this mission.

Serving Canadians

Canadians expect more from their government: **seamless, single-window access** to services across channels, departments, and jurisdictions; richer and more timely service; more online services; and privacy protection. Canadian Heritage is initiating plans to transform service delivery within the Department, taking into account service delivery channels, client segmentation, and client needs and expectations while maintaining the Department's ability to deliver these services in a cost-effective manner.

A key element of this strategy will be our 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 while exercising responsible stewardship of limited public funds. This focus will review service delivery options including enhanced services Online. Canadian Heritage is reducing complexity, rationalizing terms and conditions, and shortening the business cycle in order to meet the needs of clients and Canadians.

The *Official Languages Act* assigns specific responsibilities to the Minister of Canadian Heritage. To respect the spirit and letter of the *Official Languages Act*, Canadian Heritage has implemented a Language of Work Action Plan. This plan includes guidelines geared to make the Department a workplace that is conducive to the use of both official languages of Canada. The Department's linguistic commitment duality is evident through its support for programs such as Exchanges Canada, the Canadian Heritage Information Network and Canadian Culture Online, as well as for second-language education in order to produce the most bilingual generation of young people that Canada has ever had. These programs are supported in every region of Canada.

Focussing on People

Increasing the reflection of Canada's ever-growing diversity in the Canadian Heritage workforce and planning for demographic change must remain a priority, as must fostering a departmental culture of learning and innovation. Canadian Heritage's **strategic human resources framework**

focuses on fostering a great place to work and learn, thereby enabling the department to attract, develop, and keep the diverse talent it needs in order to extend its reach and improve the quality of program and service delivery to Canadians. In moving toward modernization and a learning culture, Canadian Heritage is committed to delivering policies, programs, and services that best meet the needs of an evolving Canadian society.

Innovation, Results, and Resources

Canadian Heritage can be a leader among departments in responding to calls from Canadians that their government be more transparent, accountable, and responsive to change. Their desire both for strong leadership, in the form of bold ideas, initiative, and entrepreneurial spirit, and for responsible management of public resources, in the form of common sense, clearly defined objectives, collaborative approaches, and effective results, are reflected in Canadian Heritage's **integrated approach to policy, planning, and reporting.**

The Department is also making strides in improving its ability to examine program performance and the effectiveness of policy instruments, establish relative importance, set evidence-based priorities, and explore reform within the financial envelope. Steps are being taken to strengthen results-oriented information processes and systems to ensure that relevant, reliable, and timely information is available for decision-making. Over the past two years, the Department has reviewed the structural funding requirements of its internal services, a process which will continue in 2004-05. Our integrated approach will guide future reallocation and investment choices and ensure responsible spending.

Strengthening Accountability

Canadian Heritage continues to build a reputation within government as a repository of knowledge and experience in the communication of Canadians' shared values. Affirming and strengthening them is integral to Canadian Heritage's mission of building a more cohesive and creative Canada. Our policies and programs must communicate and exemplify how Canadians are taking pride in the way they express values such as social justice, equality, reciprocity, compassion, civility and self-expression. These and other core values of Canadians must infuse the working environment of Canadian Heritage in the form of leadership and teamwork that are based on ethics, trust, good governance, well-defined standards, sound assessments of risk, and rigorous assessments of performance.

The Department is fully committed to the democratic, professional, ethical, and people values identified in the Values and Ethics Code for the Public Service. It will continue to engage all employees through dialogue and actions that reinforce and instill the importance of **values-based ethical behaviours** in all of our dealings with each other, and on behalf of Canadians.

3. Financial Information

Planning, Reporting and Accountability Structure

The current Planning, Reporting and Accountability Structure (PRAS) of the Department of Canadian Heritage outlines the Department's current Business Lines: Cultural Development and Heritage; Canadian Identity; and Corporate Management.

Each Business Line pursues its activities within the context of the Department's renewed strategic framework. The Business Lines and their respective product/service lines are indicated in the table below.

In May 2002, the Department's organizational structure was changed to better support the four strategic objectives. The result is a realignment into five sectors: Cultural Affairs; Citizenship and Heritage; Public Affairs and Communications; International and Intergovernmental Affairs; and Planning and Corporate Affairs.

As part of the implementation of the Expenditure Review process, the Department will identify more closely its planned results and associated resources to stated objectives and business lines.

According to the PRAS:

Business Lines

Products/Services Lines

Cultural Development and Heritage

**Broadcasting
Cultural Industries
Arts
Heritage**

Canadian Identity

**Official Languages
Canadian Identity
Citizens' Participation
Multiculturalism
Sport**

Corporate Management

Table 3.1: Planned Spending and Full Time Equivalents (FTE) by Business Line

Cultural Development and Heritage Business Line

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
Cultural Development and Heritage	444.2	497.7	334.7	235.8
FTE	651	614	467	467

Canadian Identity Business Line

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
Canadian Identity	572.5	742.5	669.1	648.7
FTE	524	456	432	432

Corporate Management Business Line

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
Corporate Management	111.7	100.7	90.7	95.9
FTE	912	873	870	871

Table 3.2: Summary of Transfer Payments

	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
(\$ millions)				
Grants				
Canadian Heritage Program				
Cultural Development and Heritage	78.8	76.3	61.5	61.6
Canadian Identity	37.3	79.8	76.0	76.0
Total Grants	116.1	156.1	137.5	137.6
Contributions				
Canadian Heritage Program				
Cultural Development and Heritage	281.8	322.4	213.5	114.2
Canadian Identity	473.5	592.5	531.4	511.8
Corporate Management	-	2.0	2.0	2.0
Total Contributions	755.3	916.9	746.9	628.0
Total Grants, Contributions and Other Transfer Payments	871.4	1, 072.9	884.4	765.6

Table 3.3: Details on Transfer Payments Programs (over \$5 million)

Grants

Cultural Development and Heritage

Museums Assistance Program

The program provides financial assistance to Canadian museums and related institutions for activities that: foster access by present and future generations of Canadians to their human, natural, artistic and scientific heritage; and enhance awareness, understanding and enjoyment of this heritage. The results of this program will contribute to a greater understanding of the rich and diverse heritage of Canada and a stronger sense of shared citizenship among all Canadians.

Publications Assistance Program

The program supports the postage costs of Canadian periodical publishers to distribute Canadian periodicals by mail to Canadian readers. The program supports over 900 Canadian periodical publishers to provide access to 1240 publications, including Canadian magazines, weekly community newspapers in rural areas, minority official language newspapers, and aboriginal and ethno-cultural publications.

Canadian Arts and Heritage Sustainability Program

The program provides support to arts and heritage organizations to improve their management capacity and develop new revenue streams, in partnership with other levels of government and the private sector. Support for a more sustainable cultural sector will help ensure that Canadians have greater access to and benefit from a wide range of cultural experiences and artistic expression. This program offers two grant components and one contributions component as distinct means of achieving this objective.

The *Stabilization Projects Component* provides grants for projects administered by independent non-profit groups who represent the interests of a larger community. Funding from this component is added to that raised from other levels of government and the private sector. This broad revenue base in turn funds eligible arts and/or heritage organizations within a specific

geographic area that are willing to undergo fundamental changes related to how they plan, organize, finance and govern themselves.

The *Capacity Building Component* provides contributions to arts and heritage organizations that do not benefit from participation in a stabilization project. Professional not for profit arts and heritage organizations, including Aboriginal and culturally diverse arts organizations, and arts organizations that operate in a context of an official language minority, rural, remote, or economically-challenged community can receive up to 50% of eligible costs for projects intended to improve how organizations plan, organize, finance and govern themselves. By assisting organizations that do not participate in a Stabilization Project, the Capacity Building Component ensures a Canadian scope for the program.

The *Endowment Incentives Component for Arts Organizations* provides grants to arts organizations' endowment funds. Raising capital and creating endowments give arts organizations a greater capacity for realizing artistic expression by supporting their long-term stability. This component invites active involvement from the private sector in the cultural affairs of the community by providing matching funds of up to one dollar for every dollar raised from private donors, to create endowment funds or to increase existing ones.

Canadian Identity

Development of Official-Language Communities

The purpose of this program is to help members of English and French linguistic minority communities to improve their ability to live in their own language in their communities, participate in Canadian society and ensure their long-term development.

Enhancement of Official Languages

The purpose of this program is to increase the proportion of Canadians who have a better understanding of and appreciation for the benefits of linguistic duality, and accept official-language minority rights and foster their participation in Canadian society.

Multiculturalism Program

The program supports the government's multiculturalism policy through financial support to community-based initiatives including those that stimulate informed public dialogue about multicultural issues; encourage civic participation in all its forms; ensure equitable access and build community capacity to facilitate social change.

Athlete Assistance Program

The goal of the AAP is to contribute to improved Canadian performances at major international sporting events such as the Olympic/Paralympic Games, Commonwealth Games, Pan Am Games, and World Championships. To this end, the AAP identifies and supports athletes already at or having the potential to be in the top 16 in the world. The AAP assists international calibre athletes with their training and competition needs, through the provision of financial assistance in the form of a living and training allowance and, where applicable, tuition expenses.

Contributions

Cultural Development and Heritage

Book Publishing Industry Development Program

The program supports the activities of Canadian book publishers, and other sectors of the Canadian book trade, in order to ensure that Canadian-authored books, which reflect Canada's cultural diversity and linguistic duality, are produced and promoted at home and abroad. The program also aims to strengthen the Canadian book publishing infrastructure as well as build the capacity of book publishers to operate within the Canadian marketplace.

Canada Magazine Fund

The Canada Magazine Fund supports the activities of Canadian periodical publishers in order to ensure that high quality Canadian content is produced for Canadian readers. The fund also aims to strengthen the capacity of both small magazines and the industry as a whole to operate within the Canadian marketplace, through initiatives supporting marketing and promotion, business development, and professional development and training.

Canada Music Fund

The Canada Music Fund seeks to strengthen the Canadian sound recording industry, 'from creator to audience'. It is comprised of eight complementary programs, targeting a number of segments of the industry. The three main objectives of the Fund are: to enhance Canadians' access to a diverse range of Canadian music choices through existing and emerging media; to increase the opportunities available for Canadian music artists and cultural entrepreneurs to make significant and lasting contributions to Canadian cultural expression; and to ensure that Canadian music artists and entrepreneurs have the skills, know-how and tools to succeed in a global and digital environment.

The two major programs in this Fund are the New Musical Works Program and the Music Entrepreneur Program. The New Musical Works Program provides emerging Canadian creators, artists and entrepreneurs with opportunities to produce and promote quality Canadian recordings. Recipients are able to record demonstration and full-length albums, produce music videos, promote new works and underwrite touring costs. The Music Entrepreneur Program provides support for major Canadian companies, who are actively engaged in developing and promoting Canadian creators and performers in Canada and worldwide, to improve their business practices and enhance their competitiveness.

National Arts Training Contribution Program

The program supports independent, non-profit, incorporated Canadian organizations that provide training in preparation for professional careers in the arts. As a result of the department's support to these organizations, high caliber training will be made accessible to talented Canadians, thereby fostering a new generation of artistic leaders in Canada.

Partnerships Fund

A component program of Canadian Culture Online, the goal of the Partnerships Fund is to assist not-for-profit cultural organizations partnering with other organizations (private, public or not-for-profit) involved in the digitization of cultural collections for presentations online. Examples of beneficiaries include libraries, archives and municipalities. Projects funded target the K-12 educational market.

Canada New Media Fund

A component program of Canadian Culture Online, the goal of the Canada New Media Fund (administered by Telefilm Canada) is to support the development, production, marketing and distribution of Canadian digital content in both official languages. Funding is available to Canadian private companies.

Arts Presentation Canada Program

The program supports organizations that present, in a professional manner, festivals, programs or series that provide a diversity of artistic offerings in communities across Canada. The program also encourages arts presenters to come up with ancillary activities that will ultimately lead to increased contact and experiences between presented professional artists and the public. The program's goal is to ensure that Canadians have greater opportunity to directly experience the richness of artistic experiences.

Cultural Spaces Canada Program

The objective of the program is to support the construction, renovation and improvement of non-profit arts and heritage facilities throughout Canada. Complementary to the programs delivered by Infrastructure Canada, it will result in improved physical conditions for artistic creativity and innovation. It will also provide increased access to performing arts, media arts and visual arts and to heritage collections and displays.

Canadian Television Fund

The Canadian Television Fund (CTF) is a unique partnership between the public and the private sector. Created in 1996 by the Government of Canada and the Canadian Cable and direct-to-home satellite industry, the CTF provides critical funding to the Canadian television and film industry. Its objective is to assist the creation and broadcast in prime time of high-quality, culturally-significant Canadian television and film production.

Since it was established, the Fund has supported the creation and broadcast of distinctive Canadian programming - documentaries, children's and youth programming, variety, performing arts, and drama. It has dispensed \$1.5 billion, in support of more than 16,300 hours of new Canadian television production in English, French and Aboriginal languages. The total value of the productions supported is \$4.9 billion.

Canadian Identity

Development of Official-Language Communities

The purpose of this program is to help members of English and French linguistic minority communities to improve their ability to live in their own language in their communities, participate in Canadian society and ensure their long-term development, as well as to have access to education in their language in their communities and to programs and services in their language offered by various governments, institutions or administrations.

Enhancement of Official Languages

The purpose of this program is to increase the proportion of Canadians who: have a working knowledge of both official languages, have a better understanding of and appreciation for the benefits of linguistic duality, and accept official-language minority rights and foster their participation in Canadian society.

Exchanges Canada

Exchanges Canada enables young Canadians to connect with one another and experience the diversity of Canadian communities, languages and cultures. It also provides access to information on a variety of exchange programs and activities available in Canada and abroad. Planned results for Exchanges Canada include increased opportunities to learn about the value of exchanges, enhanced appreciation of Canada's diversity, enhanced knowledge of Canada, and improved access to information on exchange programs and exchange-related activities.

Katimavik

Katimavik's mission is to foster the personal development of young Canadians through a challenging program of volunteer community work, training and group interaction. The program aims to contribute to the personal, social and professional development of 17 to 21 year-old participants by promoting community service and offering a diverse experience that fosters a better understanding of Canadian reality.

Aboriginal Programs

In general, the Aboriginal Programs support Aboriginal representation and capacity building, the retention of Aboriginal languages and cultures and the efforts of off-reserve Aboriginal people to improve their quality of life and their place in Canadian society. In particular, these programs assist with core funding to representative organizations and over 100 friendship centres, the revitalization of Aboriginal languages, the production and distribution of northern Aboriginal radio and television programming, Aboriginal women's issues including self-government, and youth-driven urban Aboriginal youth initiatives that strengthen cultural identity.

Sport Support Program

The Sport Support Program provides support to national single and multi-sport organizations for their programming aimed at developing the Canadian sport system and preparing Canadian athletes, coaches and officials to perform at the highest international levels. The Program also provides support to National Sport Organizations as well as the Provinces and Territories for projects aimed at increasing participation in sport. In the course of these activities, Sport Canada coordinates the efforts of the various levels of government and other agencies to ensure a seamless system of progression for athletes to advance from their earliest introduction to sport to the high performance level.

Hosting Program

The objective of the program is to enhance the ability of Canadian athletes to excel at the highest international levels and to improve the development of the sport system in Canada. The program includes the hosting of major games such as Olympic and Paralympic, or Commonwealth Games, single-sport events such as the Fédération internationale de natation (FINA), strategic focus events such as events organized by the the North American Indigenous Games and the Canada Games.

Canada Volunteerism Initiative (CVI)

This Initiative aims to help organizations benefit from the contribution of volunteers, to encourage Canadians to participate in voluntary organizations, and to enhance the experience of volunteering. In order to meet these objectives, the CVI established three national centres to be housed in existing voluntary sector organizations, and thirteen local networks, one in each province and territory.

Table 3.4 : Foundations

Fondation des jeux de l'Acadie Inc.

In March 2002, the foundation received a \$1M grant from the Official Languages Support Programs Branch of the Department of Canadian Heritage. This fund, with the principal amount being the grant and investment earnings, will provide the foundation with a steady source of revenue for the Francophone Youth and Community Futures initiative. It will run over a ten-year period.

The foundation must strive to achieve the following objectives:

- strengthen young Francophones' sense of attachment to the French language and culture;
- increase young Francophones' contribution to community life and stem the exodus of these young people to other regions;

while also taking into account the following:

- young minority Francophones must play an active role in making decisions regarding the allocation of fund resources, through selection boards and other mechanisms;
- the proposed initiatives must operate through community partnerships and tangibly demonstrate the direct commitment of communities targeted by the initiative, either through financial participation or clearly demonstrated investment;
- funded projects must demonstrate, through their expected results, that they intend to leave a permanent legacy for participants and a lasting benefit for the communities where they take place.

The foundation publishes the annual report of its activities and performance and submits it to the Department of Canadian Heritage within six months of the end of the fiscal year. The annual report includes the following:

- financial statements for the year;
- a detailed report on the foundation's investment activities during the year, the investment portfolio at year-end and its investment policies;
- any grant-type contributions, gifts in cash or in kind, legacies;
- a report on results;
- a current business plan regarding the use of funds;

- a list and summary description of projects must be published no later than two months following the decision to allocate funding.

Fondation francofonds Inc.

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- any grant-type contributions, gifts in cash or in kind, legacies;
- a report on results;

- a current business plan regarding the use of funds;
- a list and summary description of projects must be published no later than two months following the decision to allocate funding.

Endowment Fund – Canadian Institute for Research on Linguistic Minorities

In March 2002, the Institute received a \$10M grant from the Official Languages Support Programs Branch of the Department of Canadian Heritage.

Using revenues generated by the fund, the Institute will undertake the following activities involving research on Canada's Anglophone and Francophone linguistic minorities, with a view to expanding research and analysis in various fields and helping minority-language community leaders and public policy developers to better understand the impact of language policies and measure their effectiveness:

- develop a research program that strikes a fair balance between basic and applied research;
- support specialists and research teams in their efforts;
- provide financial assistance to assign research mandates to external experts conducting research relating to the above-mentioned program;
- publish research reports (and make them accessible, particularly in electronic format);
- create an electronic databank on documentary resources;
- organize or attend conferences and symposia;
- facilitate researcher or student exchanges;
- host guest researchers.

The Institute publishes the annual report of its activities and performance and submits it to the Department of Canadian Heritage within six months of the end of the fiscal year. The annual report includes the following:

- financial statements for the fiscal year;
- a detailed report on the Institute's investment activities during the year, the investment portfolio at year-end and its investment policies;
- any grant-type contributions, gifts in cash or in kind, legacies;

- a report on the activities during the fiscal year;
- a business plan regarding the planned use of funds drawn from the grant. The plan includes the objectives, strategies, performance measures and the budget plan to achieve the fund objectives.

NOTE: The fund balance must never be permitted to drop below the amount of the grant provided by Canada.

Fondation franco-ontarienne

In March 2002, the foundation received a \$1M grant from the Official Languages Support Programs Branch of the Department of Canadian Heritage. This fund, with the principal amount being the grant and investment earnings, will provide the foundation with a steady source of revenue for the Francophone Youth and Community Futures initiative. It will run over a ten-year period.

The foundation must strive to achieve the following objectives:

- strengthen young Francophones' sense of attachment to the French language and culture;
- increase young Francophones' contribution to community life and stem the exodus of these young people to other regions

while also taking into account the following:

- young minority Francophones must play an active role in making decisions regarding the allocation of fund resources, through selection boards and other mechanisms;
- the proposed initiatives must operate through community partnerships and tangibly demonstrate the direct commitment of communities targeted by the initiative, either through financial participation or clearly demonstrated investment;
- funded projects must demonstrate, through their expected results, that they intend to leave a permanent legacy for participants and a lasting benefit for the communities where they take place.

The foundation publishes the annual report of its activities and performance and submits it to the Department of Canadian Heritage within six months of the end of the fiscal year. The annual report includes the following:

- financial statements for the year;
- a detailed report on the foundation's investment activities during the year, the investment portfolio at year-end and its investment policies;
- any grant-type contributions, gifts in cash or in kind, legacies;
- a report on results;
- a current business plan regarding the use of funds;
- a list and summary description of projects must be published no later than two months following the decision to allocate funding.

The National Aboriginal Achievement Foundation

The National Aboriginal Achievement Foundation (NAAF) received a grant of \$12M from the Department of Canadian Heritage in June 2003. This endowment is intended to supplement the NAAF's current Education Programs which provides financial assistance to Aboriginal people who are pursuing education and professional development.

The full amount of the endowment has been invested according to Department of Finance investment guidelines. The NAAF will distribute the revenue generated by the investment, based on need and merit, to Status Indian, Non-Status Indian, Métis and Inuit post-secondary students enrolled or accepted for enrollment in a post-secondary program of a duration of two academic years or more. It is estimated that this revenue will generate between 100 and 300 new scholarships.

The NAAF will profile the scholarship fund in its annual report; make public, and provide to the Department of Canadian, an annual report of activities and performance for this fund; and publish a list of the successful recipients.

Fondation du quotidien francophone du Nouveau-Brunswick

The foundation received a total contribution of \$2M from the Official Languages Support Programs Branch of the Department of Canadian Heritage. This contribution was paid as follows: 1985-1986: \$700K, 1986-1987: \$700K, 1987-1988: \$600K. The Province of New Brunswick also provided \$4M to the Fund, which is managed by the Canada Permanent Trust Company.

The foundation is used to:

- facilitate the creation of a high-quality French daily to serve all of New Brunswick;
- support the newspaper's on-going publication by providing financial assistance

to reduce unprofitable costs when covering province-wide events.

Every five years, the fund administrator must submit, as part of proceedings before the Court of Queen's Bench of New Brunswick, the foundation's accounts for an audit and approval. A copy must be submitted to the Government of New Brunswick, the Government of Canada, and the Daily.

The Stratford Shakespearean Festival Foundation of Canada

The Stratford Shakespearean Festival Foundation of Canada received a grant of \$1,184,153 from Canadian Heritage in March 2004, matching donations raised from private sources and capitalized in perpetuity in its assets. In the three years of participation in Canadian Heritage's Endowment Incentives Component of the Canadian Arts and Heritage Sustainability Program, the foundation will have received a total of \$4,000,000 in matching grants. With this participation, the foundation's assets increased by more than \$9M, thereby generating more than \$300,000 per year for the Stratford Festival of Canada, in perpetuity.

Building an endowment allows the foundation to create a permanent financial resource for the Stratford Festival of Canada that generates annual and reliable income for the Festival's activities in creativity, performance, training and outreach to new audiences. This endowment provides the flexibility to maintain the art produced by the Stratford Festival of Canada at the very highest level, to respond to new opportunities, to grow and to flourish.

The Stratford Festival of Canada is national institution of international renown, and is committed to maintaining and promoting artistic excellence, to cultivating the widest possible audience and to providing theatre-related education and training for Canadian artists. Every year, the organization sells more than 600,000 tickets for theatre productions in four venues and is the heart of a \$112-million tourism business in the Stratford area.

The Stratford Shakespearean Festival Foundation of Canada provides Canadian Heritage with an annual financial and performance report for both the foundation and the Stratford Festival of Canada.

The Trans Canada Trail Foundation (TCTF)

The Trans Canada Trail Foundation (TCTF) is a non-profit, registered charity organization whose primary purpose is to raise funds to build a recreational trail that will connect every

province and territory in Canada, and linking hundreds of communities along its route. The target date for completion of the main trunk of the Trans Canada Trail is the fall of 2005. The TCTF received a grant of \$15,000,000 from Heritage Canada in December, 2003.

The Foundation shall use the funds in pursuit of the following objectives toward construction of the Trans Canada Trail:

- to administer a program of grants to community-based groups in support of trail-building capital projects and thereby leverage additional support from other sources for those projects;

- to provide planning and coordinate development of the Trail;

- to establish Trail Pavilions and signage along the route of the Trail.

The result is expected to include a trail that will connect Canadians from all regions of the country with each other, with their environment and with Canada's cultural and natural diversity.

The Winnipeg Foundation

The Winnipeg Foundation received three grants totalling \$816,669 from Canadian Heritage in March 2004. These grants were awarded to benefit the Manitoba Chamber Orchestra, the Manitoba Theatre Centre and the Royal Winnipeg Ballet, matching the donations raised by those organizations from private sources and capitalized in perpetuity in the foundation's assets. In the three years of participation in Canadian Heritage's Endowment Incentives Component of the Canadian Arts and Heritage Sustainability Program, the Winnipeg Foundation will have received a total of \$1,691,431 in matching grants, thereby increasing the endowments for the arts organizations mentioned above by more than \$3.8M.

Established in 1921, the Winnipeg Foundation is Canada's first community foundation, and is currently the second-largest in Canada, with almost 1,500 endowment funds. For the purpose of the Endowment Incentives Component, the Winnipeg Foundation acts as the fiduciary recipient of the private donations and the Department's matching grants. It collects, protects, administers, and invests the arts organizations' endowments and transfers the income on an annual basis to participating arts organizations to defray part of the costs of their annual activities.

Founded in 1972, the Manitoba Chamber Orchestra is a small sized professional orchestra that explores the section of the repertoire rarely touched by large symphony orchestras. Manitoba Chamber Orchestra has premiered over 60 new Canadian works for chamber orchestra in the last 16 years, including works of Manitoba composers.

The Manitoba Theatre Centre is Canada's largest regional theatre. Located in Winnipeg, it presents drama, comedy and musicals to Manitoba audiences, reaching more than 300,000 people each season.

Founded in 1939, the Royal Winnipeg Ballet is Canada's first ballet company and the longest continuously operating ballet company in North America. The Royal Winnipeg Ballet offers more than 1000 performances each year, in Canada and abroad, reaching large and small communities.

The Winnipeg Foundation provides Canadian Heritage with an annual financial and performance report for the foundation and all the arts organizations for which it acts as the fiduciary.

Under the Endowment Incentives Component of the Canadian Arts and Heritage Sustainability Program, the Department granted a total sum of \$8,961,909 to 22 foundations in March 2004 for the benefit of 35 arts organizations across Canada. In fostering a climate favourable to private donations to the arts, the program contributes to the self-reliance of arts organizations.

Table 3.5 : Source of Respendable and Non-respendable Revenue**Respendable Revenue**

Revenue Credited to the Vote (\$ millions)	Forecast Revenue 2003-04	Planned Revenue 2004-05	Planned Revenue 2005-06	Planned Revenue 2006-07
<i>Cultural Development and Heritage</i>				
Museum and Heritage Services	2.5	2.5	2.5	2.5
Canadian Audio-visual Certification Office	2.2	2.2	2.2	2.2
Total Respendable Revenue	4.7	4.7	4.7	4.7

Non-respendable Revenue

Revenue Credited to the Consolidated Revenue Fund (CRF) (\$ millions)	Forecast Revenue 2003-04	Planned Revenue 2004-05	Planned Revenue 2005-06	Planned Revenue 2006-07
<i>Canadian Identity</i>				
Federal-Provincial Lottery Agreement	59.3	58.0	58.0	58.0
Total Non-respendable Revenue	59.3	58.0	58.0	58.0
Total Respendable and Non-respendable Revenue	64.0	62.7	62.7	62.7

Table 3.6 : Net Cost of Program for the Estimates Year

(\$ millions)	Total
Planned Spending (Budgetary and Non-budgetary Main Estimates plus adjustments)	1, 345.6
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	13.0
Contribution covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	9.8
Workers' compensation coverage provided by Human Resources Development Canada	0.1
Salary and associated expenditures of legal services provided by Justice Canada	1.7
<i>Less: Respendable Revenue</i>	4.7
<i>Less: Non-respendable Revenue</i>	58.0
2004-05 Net Program Cost (Total Planned Spending)	1, 307.5

Table 3.7 : Loans, Investments and Advances (Non-budgetary)

(\$ millions)	Forecast Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07
<i>Cultural Development and Heritage</i>				
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>	0.01	0.01	0.01	0.01
Total	0.01	0.01	0.01	0.01

Table 3.8 : Portfolio Resources**Portfolio's Financial Spending Plan**

	Forecast Spending	Planned Spending	Planned Spending	Planned Spending
(\$ millions)	2003-04	2004-05	2005-06	2006-07
Department of Canadian Heritage*	1, 128.4	1, 340.9	1, 094.5	980.4
Canada Council for the Arts*	153.2	151.0	125.2	125.2
Canada Science and Technology Museum*	36.3	29.6	24.1	24.1
Canadian Broadcasting Corporation*	1, 066.3	1, 034.3	974.3	974.3
Canadian Museum of Civilization*	102.2	94.7	59.0	57.4
Canadian Museum of Nature*	42.9	61.1	55.1	52.1
Canadian Race Relations Foundation**	-	-	-	-
Canadian Radio-television and Telecommunications Commission***	8.2	6.1	6.1	6.1
National Archives of Canada	60.3	55.9	53.3	51.5
National Arts Centre*	31.0	31.5	31.4	31.5
National Battlefields Commission	8.9	8.7	8.7	8.7
National Capital Commission*	114.4	131.6	100.3	84.4
National Film Board of Canada*	67.7	63.7	63.7	63.7
National Gallery of Canada*	45.0	44.6	44.6	44.6
National Library of Canada	44.5	40.6	40.1	40.1
Parks Canada Agency*				
Public Service Commission*	150.6	147.4	143.5	132.0
Status of Women Canada	24.0	23.8	23.7	23.7
Telefilm Canada*	130.2	129.7	125.7	125.7
Total Appropriations	3, 214.1	3, 395.2	2, 973.3	2, 825.5
<i>Plus: Revenue</i>	<i>634.0</i>	<i>725.7</i>	<i>725.8</i>	<i>668.3</i>
Total Resources	3,848.1	4,120.9	3,699.1	3,493.8

* These organizations will generate annual revenues.

** The Canadian Race Relations Foundation does not receive annual appropriations. It is funded primarily from the revenue generated by a \$24 million endowment received from the Government of Canada in 1996. The Foundation operates on income derived from investments, donations and fundraising efforts.

*** The numbers presented for the CRTC only show appropriations and not the CRTC's total resources. As a vote-netted organization, the CRTC is financed on a cost-recovery basis. CRTC vote-netted revenues are included in global revenue total indicated above.

4. Other Information

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

<i>An Act to Incorporate the Jules et Paul-Emile Léger Foundation</i>	S.C. 1980-81-82-83, c. 85
<i>Bell Canada Act</i>	S.C. 1995, c. 11, s. 46
<i>Broadcasting Act</i>	S.C. 1991, c. 11
<i>Canada Council for the Arts Act</i>	R.S.C. 1985, c. C-2
<i>Canada Travelling Exhibitions Indemnification Act</i>	S.C. 1999, c. 29
<i>Canadian Heritage Languages Institute Act (not in force)</i>	S.C. 1991, c. 7
<i>Canadian Multiculturalism Act</i>	R.S.C. 1985, c. 24 (4 th Supp.)
<i>Canadian Race Relations Foundation Act</i>	S.C. 1991, c. 8
<i>Canadian Radio-television and Telecommunications Commission Act</i>	R.S.C. 1985, c. C-22
<i>Cultural Property Export and Import Act</i>	R.S.C. 1985, c. C-51
<i>Department of Canadian Heritage Act</i>	S.C. 1995, c. 11
<i>Foreign Publishers Advertising Services Act</i>	S.C. 1999, c. 23
<i>Holidays Act</i>	R.S.C. 1985, c. H-5
<i>Income Tax Act (Tax credits and National Arts Service Organizations) as amended</i>	R.S.C. 1985 (5 th Supp.),
<i>Investment Canada Act (Cultural Foreign Investment)</i>	R.S.C. 1985, c. 28 (1 st Supp.)
<i>Library and Archives of Canada Act</i>	S.C. 2004, c. 11
<i>Lieutenant-Governors Superannuation Act (in part)</i>	R.S.C. 1985, c. L-8
<i>Museums Act</i>	S.C. 1990, c. 3
<i>National Acadian Day Act</i>	S.C. 2003, c. 11
<i>National Anthem Act</i>	R.S.C. 1985, c. N-2
<i>National Arts Centre Act</i>	R.S.C. 1985, c. N-3
<i>National Battlefields at Québec Act</i>	S.C. 1907-08, c. 57-58
<i>National Capital Act</i>	R.S.C. 1985, c. N-4
<i>National Film Act</i>	R.S.C. 1985, c. N-8
<i>National Horse of Canada Act</i>	S.C. 2002, c. 11
<i>National Sports of Canada Act</i>	S.C. 1994, c. 16
<i>National Symbol of Canada Act</i>	R.S.C. 1985, c. N-17

<i>Official Languages Act (Part VII)</i>	R.S.C. 1985, c. 31 (4 th Supp.)
<i>Parliamentary Employment and Staff Relations Act</i>	R.S.C. 1985, c. 33 (2 nd Supp.)
<i>Physical Activity and Sport Act (In respect of sport)</i>	S.C. 2003, c. 2
<i>Public Service Employment Act (Report to Parliament)</i>	R.S.C. 1985, c. P-33
<i>Salaries Act (Lieutenant-Governors)</i>	R.S.C. 1985, c. S-3
<i>Sir John A. Macdonald and Sir Wilfrid Laurier Day Act</i>	S.C. 2002, c. 12
<i>Status of the Artist Act (Part I)</i>	S.C. 1992, c. 33
<i>Telefilm Canada Act</i>	R.S.C. 1985, c. C-16
<i>Trade-marks Act (Use of National Symbols)</i>	R.S.C. 1985, c. T-13

Department of Canadian Heritage Points of Service



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