



Canadian Heritage

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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Canadian Heritage

Departmental Performance Report

For the Period Ending March 31, 2001

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Canada

Minister
of Canadian Heritage



Ministre
du Patrimoine canadien

Ottawa, Canada K1A 0M5



The Department of Canadian Heritage encourages Canadians to celebrate our cultural diversity and build shared values, while promoting Canada internationally as a model of tolerance and respect for linguistic and cultural diversity, a technologically advanced country in the new globalized economy and a society that draws from its creative forces and its own values while remaining open to the world.

In carrying out its programs and activities, the Department works with the other federal agencies and organizations that make up its Portfolio as well as a broad range of partners across the country. Its work helps Canadians to know their country better and to understand more fully its history and cultural diversity. The Department contributes to cultural participation and development and the preservation of Canada's heritage for future generations.

In its efforts to support Canadian artists and athletes, the Department of Canadian Heritage provides a springboard for the expansion and development of talents that will help enrich our cultural life and shape our future. This is the Department's mandate. This is our mission. We take it very seriously.

The Performance Report of the Department of Canadian Heritage takes stock of our efforts to energize all forms of Canadian cultural expression and project Canadian values in the world. It demonstrates that the Department's work furthers the priorities of the Government of Canada and strengthens the social and cultural fabric of our great country.

Sheila Copps

Canada

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Section I

The Department

The Department of Canadian Heritage is one of the largest federal departments in terms of the breadth and complexity of its mandate. It is responsible for policies and programs related to broadcasting, cultural industries, arts, heritage, official languages, Canadian identity, citizen participation, youth, multiculturalism and sport. The Department provides services from its headquarters as well as from five regions with 28 points of service, including Service Canada and Canada Place, and through an extensive Web site

(<http://www.canadianheritage.gc.ca>).

In addition to the Department, the Minister's Portfolio includes 18 agencies and Crown corporations, which are among the key Canadian cultural institutions that support artistic expression, promotion and dissemination of Canadian choices to Canadians and that preserve and protect Canada's cultural and natural heritage and shared history.

The Portfolio is comprised of:

- the Department of Canadian Heritage, including the Canadian Conservation Institute, the Canadian Heritage Information Network and the Canadian Cultural Property Export Review Board;
- seven agencies: the Canadian Radio-Television and Telecommunications Commission (an independent regulatory agency), the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada, Parks Canada and Status of Women Canada;

- 10 Crown corporations: the Canada Council for the Arts, the Canada Science and Technology Museum, the Canadian Broadcasting Corporation, the Canadian Film Development Corporation (Telefilm Canada), the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Arts Centre, the National Capital Commission and the National Gallery of Canada; and
- the Public Service Commission, which reports to Parliament through the Minister of Canadian Heritage.

The Minister is responsible to Parliament for the resources allocated to all organizations in the Portfolio and for ensuring that the major orientations of Portfolio agencies support the government's goals and priorities. The Department and Portfolio agencies each produce performance reports and the Crown corporations produce annual reports.

The Department works closely with Portfolio agencies and Crown corporations, other federal departments and agencies, the provinces and territories, the private sector and hundreds of voluntary organizations across the country.

All the Department's activities address one or more of six strategic outcomes:

- **Diverse and Accessible Canadian Choices:** ensuring Canada's cultural diversity, linguistic duality and shared values are reflected to Canadians through all forms of expression.

- Excellence in People: promoting strength in diversity and excellence in creativity, innovation, performance and community leadership.
- Building Capacity: developing community, institutional and industrial capacity and infrastructure to sustain and promote Canada's cultural diversity and social cohesion.
- Canadians Connected to One Another: helping Canadians in their diverse communities bridge differences and distances to deepen understanding of each other and to build shared values.
- Canadians Connected to the World: promoting Canadian interests and projecting Canadian values to the world and making Canada open to the best that the world offers.
- Building Capacity at Canadian Heritage: developing Canadian Heritage as a model department and the place to work.

Under each of these strategic outcomes, the Department has identified one or two key results commitments to guide its activities and provide a precise and accurate means of measuring its accomplishments against its objectives.

The Performance Reporting Section (Section III) is organized according to these six strategic outcomes and the key results commitment(s) that support them. This section explains the progress made by the Department in 2000-01 in achieving each of these strategic outcomes.



Section II

Departmental Context

Canada is defined by far more than its political boundaries or economic relationships. In these times of rapid change and globalization, it is more important than ever that we know who we are as Canadians and what brings us together (Speech from the Throne, January 2001).

Canadians take pride in being part of a country that is open, competitive, technologically advanced, bilingual, environmentally conscious and culturally diverse and that stands out in the world community as a champion of peace and democracy.

In the face of the new global economy, Canada has given particular emphasis to the promotion of cultural diversity. The role of the Department was highlighted in the January 2001 Speech from the Throne, which referred to cultural policies that focus on excellence in, and access to, the arts, culture and natural heritage and the promotion of diverse Canadian cultural content in both official languages for all Canadians. The Speech from the Throne reaffirmed that Canada's linguistic duality is fundamental to Canadian identity and that protection and promotion of the two official languages is a priority of the government. Also highlighted was a commitment to Canada's multiculturalism and to help Canadians strengthen their bonds of mutual understanding and respect, and celebrate their achievements and history as Canadians.

The policies and activities of the Department of Canadian Heritage help Canadians value and celebrate our country's history and

achievements. They deepen our understanding of ourselves and each other, contribute to the society we share, and promote Canada to the world.

Social and Economic Factors

Seeing ourselves reflected in our media and in our institutions, hearing our stories and learning about our shared and diverse experiences are key to building self-knowledge and confidence in the future. In addition, our cultural industries represent an important and growing source of employment. For example, the growth rate of culture workers increased by 18 percent in comparison to 12 percent for all employed Canadians between 1987 and 1997 (Statistics Canada, 2000).

In an increasingly globalized and knowledge-based economy, there are many factors that affect the work of the Department, including the rapidly increasing use of new electronic technologies. In this environment, it is increasingly important for Canadians to appreciate our own cultural distinctiveness and ensure the vitality of our cultural industries. At the same time, we must take advantage of new electronic media, which offer us new opportunities for expression. We must ensure that our cultural entrepreneurs are equipped to take full advantage of the opportunities that this new economy offers in terms of expanded markets and broader audiences.

Another factor influencing the work of the Department is the ongoing change in the country's demographics. The aging population, increasing urban concentration and high levels of immigration underscore the need for policies

and programs that encourage the participation of all Canadians in the life of the country and promote inclusion and solidarity.

Finally, the Department faces a number of internal challenges. Recent polls indicate that Canadians are expecting improvements in government accountability, transparency and the ability to clearly demonstrate performance. In addition to its considerable efforts to modernize its management practices, the Department is striving to put in place a workforce that is fully representative of Canadian society and, as part

of the Government On-Line project, is modernizing its services and communications with Canadians.

In this context, the Department of Canadian Heritage has adopted a new policy framework focused on issues of cultural diversity and common citizenship. In 2000-01, it has announced a number of initiatives to sustain arts and culture in Canada, foster diverse Canadian content in both traditional and new media and support sustainable community-based arts and heritage organizations.



Section III

Performance Reporting

The Department of Canadian Heritage has more than 50 grant and contribution programs, in subject areas ranging from human rights to book publishing to youth exchanges. It is involved in several major interdepartmental initiatives such as the Youth Employment Strategy and the Voluntary Sector Initiative. It has developed important policies such as the new Canadian Feature Film Policy and undertaken major initiatives such as the Canadian Digital Cultural Content Initiative. It has promoted Canadian values around the world, participated in international sporting events and organized the IV Games of La Francophonie. The dimensions of its activities grew with the announcement on May 2, 2001 of a \$500 million investment in Canadian arts and culture.

Demonstrating the results of so broad a range of policies, programs and initiatives in an understandable way is a major task. Each program, policy and initiative helps achieve the Department's strategic outcomes and priorities and, together, they contribute to a more inclusive society and stronger sense of shared citizenship. But developing quantitative performance measures is a challenge.

We have therefore embarked on a process of strengthening management practices through "benchmarking and baselining." We are setting specific expected outcomes for the Department's many activities, defining how results will be measured and starting the ongoing process of collecting information in order to measure progress. By 2004-05, we will have developed a performance and accountability framework for all the programs and major initiatives of the Department. Half of these frameworks have now been completed.

The Department has established an Office of Modern Management, reporting to the Deputy Minister, with a two-year mandate to renew and strengthen its management practices. The Office of Modern Management will work with departmental staff to further improve integrated financial and performance reporting, develop frameworks for risk management and values and ethics, and develop a manager's tool kit on management practices.

All of these steps will improve our capacity to provide balanced, reliable and credible information to Canadians on what they are getting for their tax dollars.

The Department of Canadian Heritage is committed to improving its ability to integrate financial and performance reporting in order to better report on results. This Departmental Performance Report provides, for the first time, an estimate of the resources committed by the Department to each of its strategic outcomes. However, to ensure consistency with information presented in Public Accounts, financial reporting is also presented by the three Business Lines approved in the Department's Planning, Reporting and Accountability Structure (PRAS):

- Cultural Development and Heritage: Broadcasting, Cultural Industries, Arts, and Heritage;
- Canadian Identity: Official Languages, Canadian Identity, Multiculturalism and Sport; and
- Corporate Management.

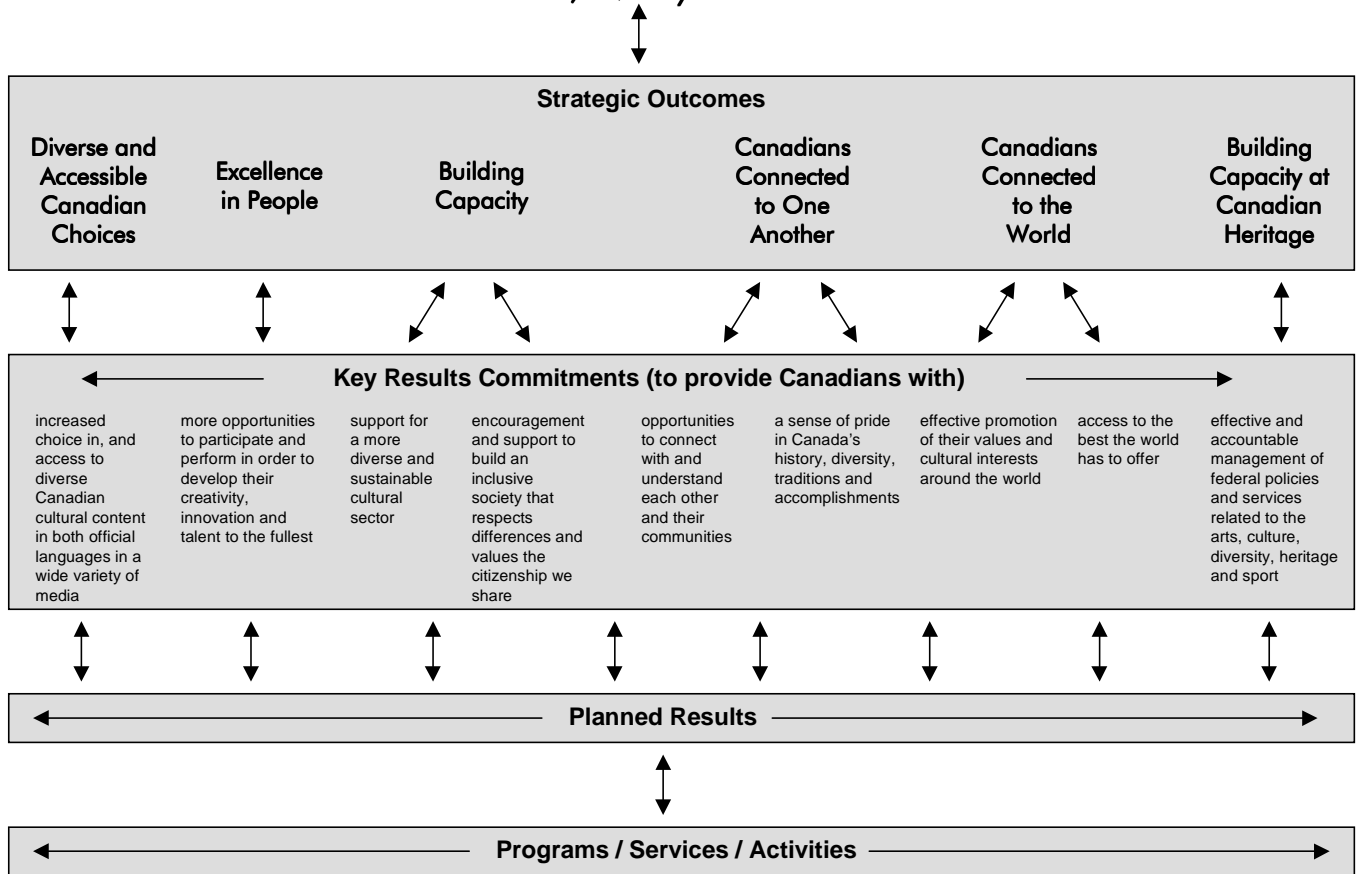
In summary, we are committed to reporting to Canadians on results. This section lays out the Department's strategic outcomes and key results commitments and summarizes performance accomplishments for the period ending March 31, 2001.



Canadian Heritage

Mission, Strategic Outcomes and Key Results Commitments

*Valuing and Strengthening the Canadian Experience:
Connections, Diversity and Choice*





Estimated Expenditures by Strategic Outcome (2000-01)¹

Diverse and Accessible Canadian Choices	Ensuring Canada's cultural diversity, linguistic duality and shared values are reflected to Canadians through all forms of expression.	\$443.2 million (45 percent)
Excellence in People	Promoting strength in diversity and excellence in creativity, innovation, performance and community leadership.	\$90.5 million (9 percent)
Building Capacity	Developing community, institutional and industrial capacity and infrastructure to sustain and promote Canada's cultural diversity and social cohesion.	\$194 million (20 percent)
Canadians Connected to One Another	Helping Canadians in their diverse communities bridge differences and distances to deepen understanding of each other and to build shared values.	\$88 million (9 percent)
Canadians Connected to the World	Promoting Canadian interests and projecting Canadian values to the world and making Canada open to the best that the world offers.	\$88.6 million (9 percent)
Building Capacity at Canadian Heritage	Developing Canadian Heritage as a model department and <u>the</u> place to work.	\$73.5 million (8 percent)

¹This table represents the Department's best estimate of resources utilized for the programs, services and activities linked to strategic outcomes. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.



Diverse and Accessible Canadian Choices

Canada's cultural diversity, linguistic duality and shared values are reflected to Canadians through all forms of expression.

Key Results Commitment	Planned Results	Programs, Services and Activities
<p>To provide Canadians with increased choice in, and access to, diverse Canadian cultural content in both official languages in a wide variety of media.</p>	<ul style="list-style-type: none"> • Canadians and their cultural institutions and industries produce more diverse cultural content in both official languages in a wide variety of media. • Canadians and their heritage and cultural institutions effectively preserve, conserve and present Canada's cultural and natural heritage. • Canadians choose and value Canadian cultural content. • Canadian institutions present and reflect linguistic duality and cultural diversity, offering them as choices to Canadians. 	<ul style="list-style-type: none"> ▶ Agreements on Minority Language Education ▶ Agreements on Official Language Promotion ▶ Agreements on School Governance ▶ Book Publishing Industry Development Program ▶ Book Publishing Policy and Programs ▶ Canada Magazine Fund ▶ Canada Music Fund ▶ Canada Travelling Exhibitions Indemnification Program ▶ Canadian Audio-Visual Certification Office ▶ Canadian Conservation Institute ▶ Canadian Digital Cultural Content Initiative ▶ Canadian Feature Film Policy ▶ Canadian Heritage Information Network ▶ Canadian Television Fund ▶ Copyright Policy ▶ Cultural Initiatives Program ▶ <i>Cultural Property Export and Import Act</i> ▶ Museums Assistance Program ▶ Sound Recording Development Program ▶ Virtual Museum of Canada

Context and Background

Telling our stories helps deepen appreciation of our roots, values and shared heritage and gives voice to our diversity. It also hones our skills for the new knowledge-based economy.

Globalization and the increasing use of new technologies and electronic media are creating

both challenges and opportunities for Canada's cultural sector. Canadians are adopting new media and the Internet at a phenomenal pace. An estimated 13 million Canadians surfed the Web in 2000. In this environment, we must increase our capacity to produce and distribute Canadian cultural content. It is very important

that Canadians have access to information and programming about Canada, its culture and its heritage and that this information be made available in both official languages.

The Department of Canadian Heritage helps increase choice in, and access to, Canadian cultural content in films, books, festivals, exhibitions and theatre. The Department contributes to the preservation and presentation of our cultural, scientific and natural heritage.

Enhancing Canadian cultural choices reduces the risk of a decline in availability and diversity of Canadian cultural products. It also means

providing Canadians with a cultural environment that reflects our values.

The Department helps ensure the production of cultural products in both French and English and, through agreements with the provinces and territories, supports minority official language education and delivery of new and improved services for official language minority communities. In doing this, the Department reinforces the importance and benefits of linguistic duality in Canada. Otherwise, we would risk a weakening of our social fabric and a narrowing of our perspective on the world.

Resources Used: \$443.2 million (45 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

■ Support for the production of Canadian content ...

... through films, television and videos

In October 2000, the Minister of Canadian Heritage announced a new **Canadian Feature Film Policy**, which covers all aspects of film production, from script to screen. The goal is to increase the share of domestic box office revenue earned by Canadian films from the current two to five percent by 2005-06 by increasing average production and marketing budgets.

Growing Feature Film Investment

An additional \$15 million was invested in the Canadian Feature Film Policy in 2000-01. This new investment will grow to \$50 million per year as of April 1, 2001.

The **Canadian Television Fund (CTF)** increases the broadcast presence of high-quality Canadian television programs in all regions and in both official languages. In 2000-01, the Department's contribution of \$99.5 million, added to contributions from Telefilm Canada and the private sector, represented a total investment of \$209.5 million. This investment helped create projects with production budgets totalling \$682.8 million (464 television programs and 22 feature films). As a result, the CTF supported 2424 new hours of high-quality, prime-time, distinctively Canadian programming in the 2000-01 funding cycle alone, bringing the total of new hours supported since the inception of the fund in 1996 to approximately 10 900. In February 2001, the Minister announced a one-year extension of the CTF.

An evaluation of the CTF, an examination of the third-party program delivery by the Auditor General of Canada and extensive public

consultation identified issues regarding governance and clarity of objectives. The Minister recently announced that the CTF's objective will be clearly focused on culture; that is to say, making distinctively Canadian television programming available to Canadians. The Minister has also requested the CTF board of directors establish a secretariat to address governance, improved accountability, business planning and performance measurement requirements.

Following a February 2000 report on the review of management practices of federal government mechanisms in support of film and television production, a system-wide risk assessment was undertaken. A system council was also established, comprised of the Department of Canadian Heritage, Canada Customs and Revenue Agency (CCRA), CTF and Telefilm Canada, to facilitate the sharing of information for better co-ordination of services and strengthened accountability. The activities of the system council are intended to support the sustainability of a viable Canadian film and video industry. Furthermore, the **Canadian Audio-Visual Certification Office** is designing, with CCRA, a Canadian content certification audit program for productions that have access to the Canadian Film or Video Production Tax Credit. This new risk management initiative is expected to be implemented in October 2001.

... through books and magazines

The **Book Publishing Policy and Programs** help ensure that, in an increasingly global and digital world, Canadians have access to Canadian books. Since the 1970s, the federal government's investment in the development of a viable Canadian-owned book industry has coincided with a very significant increase (from 2000 in the 1970s to 12 000 in the 1990s) in the number of new Canadian titles being published by Canadian firms each year. The investment is credited with having nurtured the Canadian writing community we have today.

However, the year 2000-01 was difficult financially for Canadian publishers because of restructuring in the retail sector. To address this situation, the Department made changes to the **Book Publishing Industry Development Program** to ensure that it better meets the financial cycles and cash flow needs of Canadian publishers by providing funding in October, when it was most needed by publishers, rather than in January.

An additional \$28 million over the next three years is intended to encourage the use of innovative new technologies and to support the increased development, marketing and promotion of Canadian books and authors.

Responding to recommendations made by the Standing Committee on Canadian Heritage in their June 2000 study, *Challenge of Change: A Consideration of the Canadian Book Industry*, the Department undertook two initiatives directed at supporting the Canadian book industry. The Department established a Consultative Committee on Book Industry Data to facilitate the co-ordination and sharing of available industry data within the book industry. It also created the Canadian Book Industry Forum in an effort to address issues of cross-sectoral concern in both English- and French-language sectors.

The **Canada Magazine Fund (CMF)**, launched in 2000, is the key policy instrument for the federal government to provide support to the Canadian magazine industry in a changing and competitive environment. In 2000-01, over 500 eligible publishers and associations received approximately \$25 million to produce Canadian content and strengthen the long-term competitiveness of Canada's magazine industry. A review of this initiative, which will be undertaken in 2001-02, will give an indication of the results achieved by the CMF.

... and in sound recording

Sound Recording Industry

Music is important to our cultural identity and prosperity. Eighty-two percent of Canadians say music is an important part of their lives (Goldfarb, 1998). The sound recording industry generates approximately 16 500 jobs in Canada. Canadian artists and producers earned \$337 million in 1998, and retail sales of Canadian sound recordings in 2000 totaled \$1.2 billion.

An evaluation of the departmental **Sound Recording Development Program** was completed in April 2000. Based on the findings and recommendations of the evaluation and following consultation with the sector, a new approach to policy and programs for the sound recording industry was announced in May 2001 to ensure that the industry is able to prosper in the new digital economy and to project a Canadian voice that is strong and original. This approach includes a new investment of \$28 million over three years to nurture the development of Canadian creators and new musical works, new opportunities for collective promotion and partnership and assistance for the preservation and digitization of Canadian musical works. These will be regrouped under the **Canada Music Fund**, which will be overseen by a representative council to ensure the initiatives succeed. Assistance for cultural entrepreneurs in the sector is expected to be announced in the near future.

It is intended that the establishment of the Canada Music Fund and the increase in funding provided will result in:

- increased opportunities for Canadian musical artists and entrepreneurs to make significant contributions to Canadian cultural expression;
- enhanced access by Canadians to Canadian musical works; and

- enhanced access by Canadian artists and entrepreneurs to markets in a global and digital environment.

The attainment of these outcomes will be measured by a series of indicators, both cultural (awards and gold certifications and market share) and economic (royalties to creators and financial ratios of music companies).

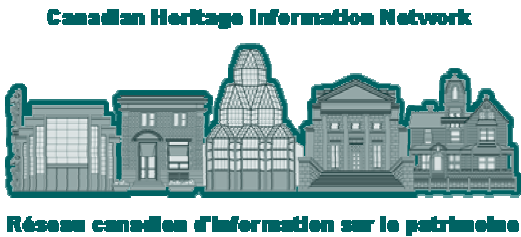
... and in digital format

Despite past efforts to promote the creation of uniquely Canadian content for the Internet, studies showed that the available content is limited and hard to find. The Web sites most visited by Canadians are mostly foreign and contain little or no Canadian cultural content. To address this gap, the Department introduced the **Canadian Digital Cultural Content Initiative** (CDCCI) in 2000-01. The CDCCI provides funding to federal agencies such as the National Library of Canada and the National Archives of Canada as well as to private and non-profit sectors to stimulate the production of digitized cultural content and make Canada's vast cultural holdings more accessible to Canadians.

Canadian Encyclopedia on the Internet

The Canadian Digital Cultural Content Initiative, through a \$1 million investment, played a key role in making the Historica Foundation's Canadian Encyclopedia available on the Internet for all Canadians to use free of charge.

In the first few months of operation, CDCCI funding has enabled the digitization of over 426 000 images and the creation of nearly 10 000 new cultural Web pages in both official languages. These collections cover a diverse range of themes and topics, including First World War Diaries, Canadian Prime Ministers, *Nouvelle-France* and Canadian Confederation.



The **Canadian Heritage Information Network (CHIN)**, a special operating agency of the Department, helps museums across Canada to create and manage digital content. On March 22, 2001, CHIN and CDCCI launched the **Virtual Museum of Canada (VMC)** with more than 600 participating museums. The VMC is a Web portal that links on-line museum content from across the country. In the first month of operation more than a quarter of a million visitors - representing an impressive 15 million hits - accessed the 25 new virtual exhibitions and an Image Gallery, which contains over 200,000 images by artists such as Emily Carr.

CHIN also launched a new on-line course on managing digitization projects, published a new edition of the internationally renowned *Collections Management Software Review* and added a new title to its intellectual property publication series. The CHIN Web site attracted approximately 2.2 million visitors in 2000-01, compared with 1.4 million the previous year. The number of CHIN members jumped approximately 12 percent to 602 institutions. Through these initiatives, museums were able to increase their capacity to create and manage digital content.

■ **Support for the presentation of Canadian content ...**

... through arts festivals and events

Through the **Cultural Initiatives Program**, the Department contributed to 184 national and international arts festivals and events across the country by investing \$5.3 million in funding in 2000-01. As a result, Canadian culture was

made more accessible as reflected in audience figures, with over 13 million entries to festivals and events. Canadians and international visitors had the opportunity to enjoy leading Canadian performers, representing many different artistic genres, regions of the country, origins and cultural backgrounds.

... through exhibitions

The **Canada Travelling Exhibitions Indemnification Program** saw its first full year of operation in 2000-01. The program increases access for Canadians to travelling exhibitions from this country and around the world by reducing insurance costs for organizers. Nine exhibitions indemnified under the program travelled to 11 venues across Canada in 2000-01. The exhibitions included *Impressionist Masterworks from the National Gallery of Canada* and *Un Lieu de Liberté: Jean-Paul Riopelle*. The program saved the heritage institutions that received these exhibits approximately \$2 million in insurance costs. Without this assistance, it is unlikely these exhibitions would have travelled.

The **Exhibitions Transportation Services** of the Canadian Conservation Institute helps museums, galleries and archives to share exhibitions by moving them temporarily to other locations in Canada. In 2000-01, as a result of this program, Canadians were able to view 88 art and heritage collections from different regions of the country. For example, the *Ontario Time Ship 2000* exhibition was taken to 23 different communities and viewed by more than 100 000 people across Ontario.

The **Museums Assistance Program** provides financial assistance to non-federal, not-for-profit and professionally operated Canadian museums and related organizations. In 2000-01, \$8.8 million was provided to support travelling exhibitions, multimedia initiatives and other preservation activities, thereby allowing access by Canadians in communities across Canada to their material and cultural heritage.

Montreal Museums Day

The Department's Quebec Region supported Montreal Museums Day, which was held on May 27, 2000. The day was a tremendous success, with over 90 000 visitors to various museums, a 55 percent increase over last year.

■ **Support for the protection of Canadian cultural heritage ...**

... through copyright policy

Copyright allows creators to be fairly compensated for their works and provides a mechanism through which Canada's rich cultural heritage is disseminated and made more accessible. Through the Department's participation in international policy development and treaty negotiations at the World Intellectual Property Organization, Canada has moved to the forefront of nations working on intellectual property issues.

The Department of Canadian Heritage has begun the process, in collaboration with Industry Canada, to update the *Copyright Act*, with the results to be tabled in Parliament in 2002. Also with Industry Canada, the Department issued consultation papers in June 2001, examining digital issues and compulsory licensing for the retransmission of broadcast signals through the Internet. Comments are being sought from copyright stakeholders and the general public on digital issues and retransmission.

... through conservation activities



The **Canadian Conservation Institute (CCI)**, a special operating agency of the Department, promotes the proper care and preservation of Canada's heritage objects and collections and advances the practice, science and technology of

conservation. It works closely with hundreds of museums, art galleries, academic institutions and other heritage organizations to help them better preserve their collections. In 2000-01, CCI offered training to 266 Canadian conservation professionals and 15 from other countries.

CCI has collaborated with the paper industry over the past few years to conduct underlying research for the development of a Canadian standard for "permanent paper." This standard, officially adopted in September 2000 by the Standards Council of Canada, will encourage the production and use of "permanent paper," thereby ensuring that current books and documents will remain accessible and usable for centuries to come.

The institute made improvements to its Web site (<http://www.cci-icc.gc.ca>) in 2000-01. As a result, the number of people accessing the site increased from 70 586 in 1999-2000 to 105 072 in 2000-01, which will lead to a better understanding of the need to preserve heritage objects for present and future generations.

... through protection of cultural property

The *Cultural Property Export and Import Act* encourages Canadians to donate or sell significant cultural property to Canadian museums, galleries, libraries and archives and to safeguard such property in Canada for the celebration of its heritage. In 2000, Canadians gave over \$110 million worth of cultural property of outstanding significance and national importance. In addition, \$1.1 million in grants was provided by the Minister of Canadian Heritage to assist heritage institutions in repatriating cultural property to Canada or in purchasing cultural property that otherwise would have been permanently exported from the country. As an example, a grant was awarded to purchase the painting *Espagne* by Jean-Paul Riopelle.

■ **Promotion of linguistic duality ...**

... through minority language education

In 2000-01, the Department provided \$152.4 million in funding to the provinces and territories through bilateral agreements to support their efforts to improve access to quality minority language education at all levels. Preliminary data from Statistics Canada shows that approximately 150 000 young Francophones are currently enrolled in close to 700 French-language schools outside Quebec, and that over 100 000 young Anglophones are enrolled in 360 English-language schools in Quebec. Statistics Canada data shows that, since 1995-96, the proportion (five percent) of students enrolled in minority language education programs has remained relatively stable.

The Department has also taken special measures to consolidate school governance structures and French-language post-secondary institutions outside Quebec. In March 2001, the Department announced the signing of a special agreement with Manitoba to improve the quality of minority language education programs.

Summerside School and Community Centre

Following a Supreme Court of Canada decision, in January 2000, recognizing the right of Francophone parents in Summerside to a French-language primary school, the Government of Prince Edward Island made a commitment to Francophone parents to provide access to French-language education in standard facilities in the Summerside-Miscouche region.

On October 13, 2000, the Minister of Canadian Heritage announced \$3.9 million in funding for construction of a school and community centre in Summerside.

... through minority language services

In 2000-01, the Department provided over \$12 million in funding through bilateral agreements to provinces and territories to help them offer minority language services other than education. Alberta signed a co-operation agreement designed to promote the French language and culture and increase the visibility of Alberta's Francophone community at the VIII World Championships in Athletics and the IV Games of La Francophonie.

All the agreements the Department signed with the provinces and territories in 2000-01 included provincial or territorial action plans setting out the measures planned as well as anticipated results. The provinces and territories will publish an annual report on the implementation of their action plans. These reports will allow the Department to better inform Canadians of the benefits of federal investments in the area of official languages.



Excellence in People

Strength in diversity and excellence in creativity, innovation, performance and community leadership.

Key Results Commitment	Planned Results	Programs, Services and Activities
<p>To provide Canadians with more opportunities to participate and perform in order to develop their creativity, innovation and talent to the fullest.</p>	<ul style="list-style-type: none"> • Canadians participate in activities that develop their skills and talents, notably in arts, culture, heritage, and sport. • Canadians create and perform at the highest levels in arts, culture, heritage and sport. • Citizens are engaged in the life of their communities and provide effective community leadership. 	<ul style="list-style-type: none"> ▸ Agreements on Second Language Instruction ▸ Athlete Assistance Program ▸ First Works Initiative ▸ National Arts Training Contribution Program ▸ 2000 Olympic Games ▸ 2000 Paralympic Games ▸ Young Canada Works Program

Context and Background

The Department of Canadian Heritage fosters broad participation in the arts, sport and community organizations to help nurture and recognize excellence. It provides opportunities for Canadians to develop their creativity, innovation and talent.

The Department's cross-Canada consultations on arts and sport policies in 2000-01 reinforced the importance of sport and cultural activities for Canadians. They also confirmed the importance of investing in young people to enable them to develop their creative abilities and pursue world-class careers. Young Canadian artists are leaders in change and innovation, and world-class athletic and artistic performances by Canadians encourage other young people to participate.

The Department provides opportunities for Canadians to develop their athletic and artistic skills. It supports second language education programs, which enhance career opportunities and foster understanding of official language minority communities. It helps deliver Canada's Youth Employment Strategy by providing Canadian youth with real-life work opportunities in cultural, heritage and sport settings, including jobs requiring language skills in both English and French.

In addition to contributing to the development of new skills and confidence in Canadians, the Department's programs increase participation and a sense of inclusiveness. The risk of not investing in them would be a drop in the country's creative output and innovation. In sport, fewer athletes would achieve world-class status and the overall rate of participation would decline.

Resources Used: \$90.5 million (9 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

■ **Support for the development of knowledge, skills and talents ...**

... through second language instruction

In 2000-01, the Department also provided over \$41 million in funding to the provinces and territories to help them offer quality second language programs. There are now 2.7 million young Canadians (52 percent of primary and secondary students) learning English or French as a second language, over 300 000 of them in immersion programs. With enrolment levels having stabilized over recent years, the Department intends to increase opportunities for second language learning.

... through living and training allowances for athletes

In 2000-01, the Department made significant changes to the **Athlete Assistance Program**. The budget was increased by 60 percent to \$14.75 million, allowing for an increase in living and training allowances. The program was simplified to two levels of support for athletes (\$1100 and \$500 per month) from eight. The program supported 1374 athletes, including 182 with disabilities. All 472 athletes representing Canada at the 2000 Olympic and Paralympic Games in Sydney, Australia were supported through this program. In addition, 509 athletes received additional funding towards the costs of post-secondary education during or after their athletic careers. This financial aid helps athletes focus more intensely on training and competition. The impact will be more fully assessed in a program evaluation in 2002-03.

... through arts training and development

Through the **National Arts Training Contribution Program**, the Department of Canadian Heritage provided \$10.7 million in 2000-01 to Canada's top professional training institutions for the performing arts, which prepare talented young Canadians for professional careers in the arts. The impact will be more fully evaluated in the fall of 2001.



The National Arts Training Contribution Program offered Isabel Bayrakdarian the opportunity to study at the Royal Conservatory of Music and participate in the Canadian Opera Company Ensemble Studio. At 22, she was an honours student in biomedical engineering at the University of Toronto and a part-time singer. After graduating in 1997, she won a Metropolitan Opera audition, competing against over 2000 other aspiring soloists. Encouraged by her audition win, she decided to make music her career and has gone from triumph to triumph in North America and Europe.

Source: <http://www.bayrakdarian.com>

... through engaging youth in artistic and creative activities

The Department of Canadian Heritage has undertaken extensive consultation and policy analysis which has broadened the understanding of the benefits of engaging Canadian youth in artistic and creative expression. The

Department's **First Works Initiative** has helped to facilitate and support young creators by bringing together programs across government, cultural agencies and community-based arts organizations to engage youth in creative and artistic activities. Successful pilot projects have resulted in the development of innovation partnerships. For example, the First Works Initiative linked the Labrador Inuit Association and a group of young musicians through the Urban Multipurpose Aboriginal Youth Centre Initiative, which has had a positive impact on the well-being of the youth in their community.

■ **Support for performance at the highest levels ...**

... through participation in international sporting events

Canada's best-ever performance at the **2000 Sydney Paralympic Games** (most medals, highest team ranking) can be attributed to the Department's efforts to increase the focus on performance and integrate national team programs for athletes with disabilities into mainstream sport. The new Funding for Sport Program introduced in 1998-99 has enabled more Canadian Paralympians to receive funding through the Athlete Assistance Program. It also helped more national sport federations and sport organizations for athletes with a disability to apply greater resources to support this part of the Canadian sport system.

As with all major international sporting events, the **2000 Sydney Olympic Games** provided an ideal opportunity to gather knowledge and insights into high-performance sport development and a link with international sport partners. While Canada achieved as many top-eight finishes in Sydney as it did in Atlanta in 1996, the total medal count for Canada was lower. Canada's participation in Sydney was made possible in part by Sport Canada's financial support to the Canadian Olympic Association and the national sport federations for the preparation of Olympic athletes.

■ **Support for work opportunity ...**

... through the federal youth employment strategy

Part of the Government of Canada's Youth Employment Strategy, the departmental **Young Canada Works Program** (YCW) helps young Canadians gain job experience and prepare to make the transition to the world of work in areas linked to the Department's programs such as heritage, official languages, Aboriginal urban youth, science and technology and international activities.

Since 1996-97, the Department has spent \$56 million to provide more than 12 770 summer jobs and internships for students and unemployed or underemployed graduates. In 1999-2000, 94 percent of participants in the program's international internships component moved to full-time jobs at the end of their internships, while six percent returned to school. Among participants in the Young Canada Works in Science and Technology component the same year, 87 percent made the transition to the workforce and 8.5 percent went back to school.

***Young Canada Works in Heritage Institutions**
In 2000-01, Young Canada Works in Heritage Institutions helped 913 young Canadians gain practical experience in cultural and heritage occupations.*

Testimonials from students and their employers show that the approximately 2500 students hired through the YCW summer component brought energy, contributed fresh ideas, gained marketable experience and developed professional contacts. The cost to the Department in 2000-01 was \$9.49 million.

Young Canada Works in Both Official Languages

In 2000-01, Young Canada Works in Both Official Languages helped over 1000 young people find jobs in their fields of study and, at the same time, improve their language skills.

In addition to providing work experience, Young Canada Works program components build connections to the country as well as between Canadians and give young Canadians the opportunity to work in parts of the country other than their own.

The following are representative comments from Young Canada Works participants:

I explored parts of Canada that I had never been to before; I saw things that I had never seen before; I did things that I had never done before. This summer was the greatest experience of my life.

Jennifer, Newmarket, Ontario

I've never felt so privileged to be part of anything in my life... my job was amazing and I grew and matured more this summer than I ever had before.

Marla, Saskatoon, Saskatchewan

Because of this program, the company was able to hire me for the summer; now I have work experience in my field of study, which is essential for future employment.

Mélanie, Sainte-Anne-du-Ruisseau, Nova Scotia

This kind of experience cannot be acquired at school.

Michelle, Cap-Rouge, Quebec



Building Capacity

Community, institutional and industrial capacity and infrastructure to sustain and promote Canada's cultural diversity and social cohesion.

Key Results Commitments	Planned Results	Programs, Services and Activities
<p>To provide Canadians with support for a more diverse and sustainable cultural sector.</p>	<ul style="list-style-type: none"> • Arts, culture and heritage organizations are well managed and more self-sufficient. • Arts, culture and heritage organizations are relevant and connected to their communities. • The public and private sectors create a positive environment for arts, culture and heritage. 	<ul style="list-style-type: none"> ▶ Arts Stabilization ▶ Consultations with Arts Communities ▶ International Arts and Heritage Days
<p>To provide Canadians with encouragement and support to build an inclusive society that respects differences and values the citizenship we all share.</p>	<ul style="list-style-type: none"> • Canadians participate in building an inclusive society and shared values. • Public institutions include, reflect and respond to Canada's diverse population. • Aboriginal, official language and ethnocultural communities thrive and contribute to Canadian society. 	<ul style="list-style-type: none"> ▶ Aboriginal Friendship Centres Program ▶ Aboriginal Languages Agreements ▶ Aboriginal Languages Initiative ▶ Aboriginal Representative Organizations Program ▶ Aboriginal Women's Program ▶ Canada-Community Agreements ▶ Consultations on Sport Policy ▶ Interdepartmental Partnership with Official Language Communities ▶ Multiculturalism Program ▶ National Sport Organizations Support Program ▶ Northern Native Broadcast Access Program ▶ Racism. Stop It! Campaign ▶ Urban Multipurpose Aboriginal Youth Centres Initiative ▶ Voluntary Sector Initiative

Context and Background

Social inclusion is dependent on the capacity of Canada's diverse communities to nurture their citizens' participation in Canada's political, social and cultural life. Support for urban Aboriginal youth centres and investments in official language minority communities, for example, help build capacity and contribute to an inclusive society. Without these programs,

we could risk the loss of important contributions from citizens and a failure to reap the full benefits of Canada's diversity. It is important that voluntary organizations can contribute to the communities they serve as well as to social cohesion.

The Department of Canadian Heritage is involved in building the capacity of the not-for-profit cultural sector. Arts and heritage organizations require financial stability and effective management to remain viable and productive as well as to meet their objectives and develop skills to operate in the new knowledge economy. Failure in this area could mean a decline in the number of productions and programs offered by Canadian institutions and reduce Canadians' access to Canadian culture in their communities.

As a follow-up to the recommendations of the Standing Committee on Canadian Heritage for improving the Canadian sport system, the Department conducted extensive consultations across the country. It is defining a new sport policy, which will improve the capacity of sport federations and organizations to fulfil their mandate related to high-performance athletes and broad participation in sport.

Resources Used: \$194 million (20 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

■ **Support for a more diverse and sustainable cultural sector ...**

... through consultations with the arts sector

The Department conducted pan-Canadian consultations in the development of a framework to guide federal support for the arts. These consultations took the form of round-table discussions with artists, cultural and community workers and academics (16 round tables in 10 cities, including an Aboriginal round table), an electronic forum and bilateral meetings with individuals, officials, agencies, provinces and associations. Information gained from these consultations will guide program development and implementation for the next three years. Part of the new investment in Canadian culture announced in May 2001 will encourage the growth, development and diversity of the arts sector.

The consultations have also given the Department a more comprehensive network in Aboriginal arts communities and practical experience in the on-line discussion of arts issues.

... through arts stabilization

The Department continued to examine ways to encourage the sustainability and autonomy of arts organizations through partnerships with the private sector and foundations, more strategic use of existing program instruments and better use of available tax-based mechanisms. The support provided through this program contributed to the conditions that allowed Ballet BC to become one of Canada's leading ballet companies. In addition, Theatre Calgary has been able to sustain four years of surpluses and build a reserve of over \$1 million. With financial support from the Department, new stabilization initiatives were in development in Ontario, Manitoba, Saskatchewan, and Nova Scotia during 2000-01. In addition, in 2000-01, the Department invested \$200 000 in a

mentorship initiative with the objective of providing hands-on assistance to new sustainability projects that are just getting off the ground.

The National Ballet of Canada

In 2000-01, the Department's Ontario Region provided \$970 000 to help the National Ballet of Canada examine its management practices and structure, make upgrades to its computer systems, strengthen its marketing and promotion and prepare an audience development strategy. This support has resulted in improved management practices and decreased administrative costs.

... through increasing awareness of arts and heritage

In partnership with the Canada Council, the National Archives of Canada, the Canadian Museum of Civilization, the National Arts Centre, the National Library of Canada, the Canadian Broadcasting Corporation and museum associations across the country, the Department of Canadian Heritage promotes:

- World Theatre Day (March 27);
- International Dance Day (April 29);
- International Museum Day (May 18);
- International Music Day (October 1); and
- the newly established World Poetry Day (March 21).

More than 1500 people participated in an International Dance Day 2000 event in Montreal, and more than 3000 young Canadians participated in an interactive Web-based quiz on International Museum Day. These special events have raised awareness and appreciation of the arts and heritage in Canada by celebrating the achievements of Canadian artists and encouraging all Canadians to experience the arts and appreciate the heritage preserved in our museums.

■ **Encouraging and building an inclusive society ...**

... through support to official language communities

In June 2000, in order to strengthen the contribution of federal institutions to the development of minority official language communities, the Department launched the new **Interdepartmental Partnership with Official Language Communities (IPOLC)**. The Department provided \$845 000 in matched funding to federal departments and agencies in 2000-01 to encourage them to support communities through partnerships and co-operation. Although it is a new initiative, the IPOLC has already started to bring about change. Federal institutions are now working more closely with official language communities. IPOLC will be evaluated in 2004-05.

Agreements under the Interdepartmental Partnership with Official Language Communities

In the context of this new initiative, the Department has signed memoranda of agreement with the Canada Council for the Arts, Telefilm Canada, Industry Canada and Health Canada.

In 2000-01, with the support provided by the Department of Canadian Heritage principally through **Canada-Community Agreements** (\$33.4 million), about 350 organizations and institutions have helped increase the ability of official language minority communities to live in their own language. Over the past 30 years, community life has been revitalized by 71 community and cultural centres, 348 co-operatives, 34 community radio stations and 60 newspapers and magazines. In spring 2002, the Department will evaluate the results of its support.

Canada-Community Agreements

In June 2000, an agreement was signed between Canada and the Francophone community of Ontario, concluding the renewal of five-year agreements to foster the vitality of official language minority communities.

... through support to Aboriginal communities

An evaluation of the **Aboriginal Friendship Centres Program**, completed in March 2001, reports on the effectiveness of NAFC's management of the program. It says the devolution of the program to the National Association of Friendship Centres has increased Aboriginal control and self-determination and helped improve skills of workers in community organizations.

In its third year of operations, the **Urban Multipurpose Aboriginal Youth Centres Initiative** (UMAYC) addresses a wide range of urban Aboriginal youth issues, including education, employment, life skills and culture. The Department concluded contribution agreements with 14 Aboriginal organizations responsible for the administration and delivery of the initiative, held a national workshop of UMAC partners in Winnipeg and developed communication products to promote this new initiative. Measures of short-term success of the program include increasing the job search skills, pride and initiative of youth and strengthening community ties. Long-term results of the initiative include increased employment and schooling, improved life skills, and enhanced self-esteem among Aboriginal youth.

The goal of the **Aboriginal Languages Initiative** is to foster the maintenance, revitalization and growth of Aboriginal languages. The initiative is delivered through the collaborative efforts of the Department of Canadian Heritage and the Assembly of First Nations, the Inuit Tapirisat of Canada and the Métis National Council and their affiliates. Measures of short-term success of the initiative

include an increase in the number and quality of Aboriginal language projects and increased awareness of Aboriginal languages. Long-term results include an increased number of Aboriginal language speakers and increased inter-generational transition of Aboriginal languages.

In addition, the Department helps Aboriginal communities and organizations to preserve and promote their cultures and languages through a number of initiatives. Programs include the **Aboriginal Representative Organizations Program**, the **Aboriginal Women's Program**, the **Northern Native Broadcast Access Program**, and Aboriginal Languages Agreements with the Northwest Territories, Yukon and Nunavut.

In June 2000, the Aboriginal Peoples' Program completed a needs assessment study under the Northern Native Broadcast Access Program. It identified the needs of broadcasters in the North to better produce and distribute native radio and television programming, thereby contributing to the preservation of Aboriginal cultures.

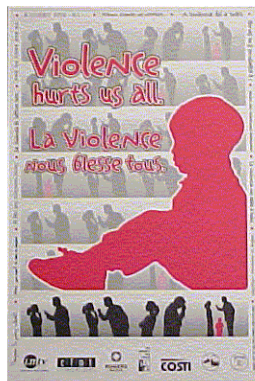
... through support to ethnic and visible minorities

Each year, an annual report on the administration of the *Canadian Multiculturalism Act* is tabled in Parliament. The 1999-2000 report used a results-based approach to assess the effectiveness of federal policies and activities related to multiculturalism. It identified long-term strategic outcomes with respect to policy, service delivery and human resource management in 18 federal institutions. It also included four case studies that focused on the Canada Customs and Revenue Agency, Health Canada, the Royal Canadian Mounted Police and the Canada Council for the Arts.

The **Multiculturalism Program** has been involved in a federal government Family Violence Prevention Strategy and activities since 1991. The program has worked with

ethnic media to provide information about family violence to Canadians whose first language is neither English nor French, a segment of the population not usually reached by public awareness programs.

With annual funding of \$215 000 since 1997 and the help of four non-governmental organizations (Shield of Athena Family Services in Montreal, COSTI-IIAS Immigrant Services in Toronto, the Vancouver and Lower Mainland Multicultural Family Support Services and the People's Law School, also in Vancouver), 55 television and 66 radio programs about the impact of wife abuse on children have been produced and broadcast to an estimated audience of over three million Canadians. In addition, the program and the multilingual broadcaster CFMT-TV produced a 30-second public service announcement about this important issue in 16 languages for use by ethnic broadcast media across Canada. Voluntary broadcasts of the public service announcement represented the equivalent of more than \$3 million worth of free air time.



Racism. Stop It! campaign materials (posters, hand stickers, teachers' kits) were distributed to elementary and secondary schools across the country. In addition, requests for campaign materials were handled through the toll-free telephone line and through the Web site. Stakeholders requested 58 000 posters, 330 000 hand stickers, and 580 000 copies of a generic brochure. Of a total of 3 300 calls to the toll-free telephone line, 46 percent were received in March, the peak month of the campaign. The Web site also received 43 922 visitors in March. The rest of the year, an average of 10 395 visitors viewed the Web site each month. The

Racism. Stop It! commercial was aired on MuchMusic, MusiquePlus, CBC, YTV, Teletoon (French), TVA and APTN-Aboriginal networks. Overall, 2.3 million English-speaking viewers and 2.2 million French-speaking viewers saw the advertisement.

... through consultations on the development of a Canadian sport policy

In May 2000, the Department announced a cross-Canada consultation on the development of a Canadian sport policy and action plan. This initiative was part of the government's response to the 1998 Report of the Parliamentary Sub-Committee on the Study of Sport in Canada by the Standing Committee on Canadian Heritage, entitled *Sport in Canada: Everybody's Business* (the Mills Report). The Department's new policy will establish a clear pan-Canadian vision, focus on tangible and achievable results and identify priorities for sport in Canada.

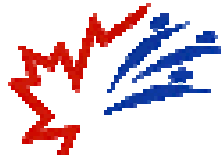
The more than 1000 participants in these consultations included representatives of sport at all levels and capacities, national and provincial sport federations, education, corporate sponsors, professional sport and the media. There was a high degree of co-operation between the provincial and territorial governments that participated with the federal government in these consultations.

Key documents related to the consultations, which are available on-line, provided background information for the April 2001 National Summit on Sport.

... through support to sport organizations

In 2000-01, through the **National Sport Organizations Support Program**, Sport Canada

provided \$40.4 million to help fund the operations of 51 national sport federations, 11 multisport organizations and 8 national sport centres.



Organizations report that this funding contributed to improved planning, management and programming for Canadian athletes, helping them reach the highest levels of national and international competition. In 2000-01, over 41 000 Canadian athletes competed at national level championships in sports supported through a national sports federation by contributions from Sport Canada. This funding also assisted the country's sport associations, organizations and centres in setting high standards of fairness, accountability and use of both official languages.

The 38 national sport federations that received core funding from the Department all signed sport funding accountability agreements in which they agreed to meet specific federal objectives for:

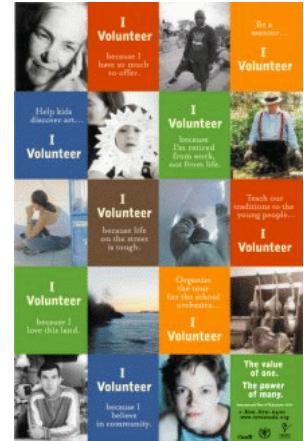
- increasing the participation of women in sport;
- athlete centredness;
- preventing harassment and abuse of athletes;
- improving facilities and services for athletes with disabilities; and
- increasing the use of both official languages.

Results will be explored through a comprehensive review of the operations of national sport federations. The review will also identify best practices and make recommendations on ways national sport federations can improve their operations.

Although the review is not yet final, results to date indicate that national sport organizations have accepted the sport funding accountability agreement approach and integrated it into their planning frameworks.

... through partnering with the voluntary sector

As part of the **Voluntary Sector Initiative** of the Government of Canada, the Department of Canadian Heritage and Human Resources Development Canada are the federal co-leads for Canadian celebrations of the United Nations



International Year of Volunteers in 2001. Working with Volunteer Canada, the national umbrella organization for volunteer centres, the two departments co-ordinated national events, created promotional material and developed tools to strengthen the capacity of organizations to attract volunteers.

The Canadian launch of the International Year of Volunteers in December 2000 initiated the “I Volunteer” promotional campaign to celebrate the considerable contribution volunteers make to Canadian society. The launch was covered by media in every province, with a total audience reach exceeding five million. By March 31, 2001, hundreds of thousands of promotional items had been distributed to voluntary organizations, government agencies and corporations to involve them in the celebration.

The Department also participated in a number of federal-voluntary sector joint round tables to oversee the creation of infrastructure for the Voluntary Sector Initiative. This included work with other departments and the voluntary sector to define the development and implementation of the *National Survey of Giving, Volunteering*

and Participating. This survey will provide information on the giving, volunteering and participating behaviour of Canadians and help build the capacity of the voluntary sector by

providing them with marketing information. The results of the survey will be available in 2001-02.



Canadians Connected to One Another

Canadians and their diverse communities bridge differences and distances to deepen understanding of each other and build shared values.

Key Results Commitments	Planned Results	Programs, Services and Activities
<p>To provide Canadians with opportunities to connect with and understand each other and their communities.</p>	<ul style="list-style-type: none"> • Canadians know more about each other and each other's communities. • National associations establish networks to facilitate active citizenship. 	<ul style="list-style-type: none"> ▸ Exchanges Canada ▸ Official Language Monitor Program ▸ Promotion of Linguistic Duality ▸ Summer Language Bursary Program
<p>To provide Canadians with a sense of pride in Canada's history, diversity, traditions and accomplishments.</p>	<ul style="list-style-type: none"> • Canadians know more about their history, diversity, institutions and symbols. • Canadians recognize and celebrate the accomplishments of Canadians from all backgrounds. • Canadians have a greater sense of pride in themselves and their country. 	<ul style="list-style-type: none"> ▸ Canada Place ▸ Canadian Studies Program ▸ Celebrate Canada ▸ Path of Heroes ▸ Promotion of Cultural Tourism ▸ State Ceremonial Program

Context and Background

In a country as large and varied as Canada, we must overcome distances and differences to connect with each other and learn more about the opportunities offered by our diverse and bilingual society.

The Department helps improve understanding among Canadians by providing direct contacts through a variety of initiatives, including exchanges. The risk associated with not reinforcing connections among Canadians would be a potential increase in regional tension and fragmentation.

Canadians must take full advantage of new electronic media that offer new ways of communicating and sharing experiences that were unheard of just a few years ago.

It is also important for Canadians to understand and celebrate the qualities that make us and our country distinct. Cultural tourism is one way for Canadians to learn about the country's heritage and regions and, at the same time, to connect with one another.

The Department encourages Canadians to share in celebrations of our history, culture, heritage, diversity and accomplishments. These activities help build awareness and appreciation of what makes us Canadian and what we share together in this great country.

Resources Used: \$88 million (9 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

■ **Helping Canadians connect with, and understand, each other and their communities ...**

... through exchanges for young Canadians

Through youth exchanges, the Department has helped several thousand young Canadians get to know people in other parts of the country.

In the spring of 2000, the Department launched **Exchanges Canada**, an expanded and better co-ordinated approach to federal exchange programs for young Canadians. Over 10 500 new exchanges were created in 2000-01, providing youth from across the country with opportunities to learn more about Canada, connect with one another and appreciate the diversity and shared aspects of the Canadian experience.

One of the program's goals is to increase participation by young people from low-income families, youth with disabilities, young people from rural or remote areas and Aboriginal youth. For group reciprocal exchanges, the 25 percent participation target for under-represented youth was surpassed by seven percent. To ensure goals continue to be met, the program has established performance targets against which it can be assessed on an ongoing basis.

I think student exchanges are one of the best ways to learn about other parts of the country, other points of view, other ways of thinking. It is an excellent way to open one's mind.
François, Sept-Îles, Quebec

... through linguistic exchanges

The **Summer Language Bursary Program** and the **Official Language Monitor Program** (\$19.8 million in 2000-01) gave over 8000 young Canadians access to a different cultural and linguistic experience. According to the participants, these programs allowed them to discover not only another language but also the real value of Canada's linguistic duality. The two language exchange programs are very popular among young people and the number of applicants always greatly exceeds the number of places available. In 2000-01, these programs received over 15 000 applications.

... through the promotion of linguistic duality

In 2000-01, the Department devoted \$11.5 million to support various initiatives to promote a better understanding and appreciation of linguistic duality and diversity as Canadian values through opportunities for dialogue and *rapprochement*. For example, participation in *Rendez-vous de la Francophonie 2001*, an event that brings together Canadian Francophones and Francophiles, increased almost 150 percent, thanks to the organization of 1040 activities to promote the French language, compared to 670 the previous year.

■ **Fostering pride in Canada's history, diversity, traditions and accomplishments ...**

... through ceremonies and events

Ceremonies and events are important ways for Canadians to come together to express a sense of pride in their history, traditions, diversity and accomplishments. Through new interactive technologies, these events can be experienced not just by people on the scene but by others, wherever they are. Through the **State Ceremonial Program**, the Department of Canadian Heritage plays an important co-ordinating role, handling the logistics for hundreds of ceremonies and events every year that enable Canadians to witness and participate in important and often emotional moments in our country's history.

The state funeral of our former Prime Minister, the Right Honourable Pierre Elliott Trudeau, in October 2000 was one such event. Through the state funeral, the events surrounding it and the creation of a Web site that allowed Canadians to send messages to the Trudeau family, the Department provided an opportunity for Canadians to express their feelings of loss and pride, which they did in unprecedented numbers.



Pier 21 in Halifax was the point of arrival for 1.5 million immigrants to Canada between 1928 and 1971. In 1997, Pier 21 was declared a national historic site and, in September 2000, a plaque was unveiled, commemorating the significant contribution that immigrant communities have made to the building of Canada.

Another important event was the inauguration of the *Women are Persons!* monument on Parliament Hill. Over 1000 guests, including Governor General Adrienne Clarkson and Prime Minister Jean Chrétien, attended a ceremony on October 18, 2000 to honour the Famous Five women whose actions led to the 1929 decision that women were persons and thus eligible for appointment to the Senate of Canada.

With other federal partners and three provincial and territorial governments, the Department organized the official visits to Canada made by Their Royal Highnesses The Earl and Countess of Wessex in July 2000 and His Royal Highness The Prince of Wales in April 2001.

Large and enthusiastic crowds greeted the royal visitors, and there were more than 15 000 individual visits in a two-week period to the Web site created for The Prince of Wales' visit, demonstrating the interest of Canadians in such events. More than 97 percent of those who responded to a survey on the Web site expressed a desire for more educational materials on the Crown and other Canadian institutions and symbols.

With national unity and sovereignty such perennial Canadian concerns, it is in our national interest to have vastly increased education about, and celebration of, our most fundamental and noble institutions.

Western Canada visitor to the Web site on the visit of the Prince of Wales

... through celebrations of our heritage and accomplishments

The **Celebrate Canada** initiative, a partnership with volunteer committees and organizations in every province and territory, sponsored

community-based celebrations across the country from June 21 (National Aboriginal Day) through June 24 (Saint-Jean-Baptiste Day) to July 1 (Canada Day). An estimated 3.5 million people participated in these events, including record crowds on Parliament Hill.



... through learning materials and the Internet



The **Path of Heroes** is a project established in 1999 to raise awareness of Canadian heroes. An information kit guides visitors in the National Capital Region to major sites of interest. There is also a Web site with information about Canadian heroism and a virtual tour of eight routes. The Web site received more than 25 000 individual visits in June 2000, its first full month of operation, indicating the interest in Canadian heroes. Since then, usage has varied from 5000 to 27 000 site visits per month.

The **Canadian Studies Program** contributed to the development of 18 print, audio-visual and new media education tools, dealing with subjects considered underdeveloped in Canadian studies. These funds act as leverage to encourage additional spending by producers and developers. Impact analysis indicates for each dollar invested by the Department, up to seven additional dollars are spent by the recipient.

In 2000-01, six **Canada Place** locations (Moncton, Ottawa, Banff, Toronto, Regina and Winnipeg) provided access to exhibits that interpret various facets of Canadian heritage and identity. These widely used exhibits have increased public access to Canadian history and achievements. Each of the Canada Place locations offers Internet access and knowledgeable, bilingual staff who help visitors navigate the Canada Place and other Canadian Web sites.

... and through the promotion of cultural tourism

The promotion of cultural tourism has also produced important benefits for Canada. According to Statistics Canada, total expenditures on culture by domestic and foreign tourists increased by 23 percent between 1996 and 1998.

Canadian and foreign delegates to Rendez-vous Canada, the largest annual tourism fair in the country, learned about the business opportunities inherent in cultural and heritage tourism in Canada. Rendez-vous Canada was held in May 2000 in Calgary. The Department, in partnership with the Canadian Tourism Commission, Parks Canada and Aboriginal Tourism Team Canada, had a booth providing information about cultural and heritage tourism. Over 700 of the approximately 1660 Canadian and foreign delegates at the fair visited this booth.



Canadians Connected to the World

Canada promotes Canadian interests and projects Canadian values to the world and is open to the best that the world offers.

Key Results Commitments	Planned Results	Programs, Services and Activities
<p>To provide Canadians with effective promotion of their values and cultural interests around the world.</p>	<ul style="list-style-type: none"> • The federal government pursues an integrated approach to international cultural policy that receives support from other governments and international institutions. • Producers and distributors of Canadian cultural content are competitive at home and abroad. • International audiences recognize Canadian achievements. 	<ul style="list-style-type: none"> ▶ Expo 2000 ▶ International Instrument on Cultural Diversity ▶ International Network on Cultural Policy ▶ La Francophonie ▶ Promotion of Canadian Expertise in Language Planning ▶ Radio Canada International ▶ Reports to the United Nations ▶ Trade Routes ▶ 2001 United Nations World Conference Against Racism, Racial Discrimination, Xenophobia and Racial Intolerance ▶ World Anti-Doping Agency
<p>To provide Canadians with access to the best the world has to offer.</p>	<ul style="list-style-type: none"> • The world's best athletes and artists perform in Canada, and the best of international cultural products are available in Canada. 	<ul style="list-style-type: none"> ▶ IV Games of La Francophonie ▶ TV5 ▶ 2001 World Figure Skating Championships

Context and Background

Our artists and innovators present Canada to the world. The promotion of their work in international circles raises our international profile and projects Canadian values worldwide.

Globalization of the world market broadens and enriches the experience of Canadians. It gives us access to the finest the world has to offer, from international exhibitions to artistic performances to world-class competition for Canadian athletes. Canadian participation in these international venues provides opportunities to advance appreciation of Canadian values like tolerance, fairness, democracy and acceptance of diversity.

Between 1996 and 2000, Canadian exports of cultural goods, cultural services and intellectual property increased by close to 38 percent. The total value of these exports during this period was \$4.5 billion (Statistics Canada, 2000). Nonetheless, globalization is challenging the ability of our cultural industries to promote and sell our cultural products abroad and compete with large multinational corporations in our domestic market.

The Department is working to help our cultural entrepreneurs take advantage of the new world economy and the opportunities it offers, ensuring that our cultural sector is not weakened nor our international profile reduced.

The Department helps project our values to the world through participation in international organizations and initiatives like the IV Games

of La Francophonie and the International Network on Cultural Policy.

Resources Used: \$88.6 million (9 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

■ **Promotion of Canadian values and cultural interests ...**

... through export and international market development

The Department consulted with the government's Cultural Industries Sectoral Advisory Group on International Trade as well as with other cultural stakeholders and provincial officials on emerging trade policy issues. The increased level of interest in, and understanding of, these issues by the various players in the cultural sector demonstrate the success of the consultations.

Trade Routes, the first multisectoral international business development initiative for the arts and cultural sectors, was developed in 2000-01 by the Department of Canadian Heritage as an executive member of Team Canada Inc. Trade Routes seeks to ensure that arts and cultural exporters have full access to expanding international business opportunities. This new initiative is expected to contribute to an increase in the number of Canadian cultural entrepreneurs who export. The Department is guided in its international business development strategies for cultural and arts entrepreneurs by industry via the Cultural Trade Advisory Board, a public and private sector trade development consultative group, which is co-chaired by the Department of Canadian Heritage and the industry. Funding support for Trade Routes will

begin in 2001-02 and last for three years.

In 2000-01, the Department continued its activities to promote Canadian expertise in language planning and training. Thanks to its activities, the Department is visited by foreign delegations interested in the Canadian language planning model and attracts foreign students to Canadian language schools.

Foreign students in Canada

In 1998, foreign students studying English or French in Canada contributed \$100 million or the equivalent of 11 000 jobs to the Canadian economy.

Statistics Canada, 1998

... through participation in Expo 2000

In co-operation with other federal departments, provincial and territorial governments and the private sector, the Department of Canadian Heritage organized Canada's participation in Expo 2000 in Hannover, Germany. Nearly three million visitors, 16 percent of all who attended the Expo, visited the Canada Pavilion. It presented a contemporary image of a technologically advanced, bilingual, environmentally conscious and culturally diverse country, using multimedia presentations and exhibits showing the ingenuity and expertise of Canadian industry.

Expo 2000 Participants

Canada's Expo 2000 participation was supported by a record number of public and private sector organizations, including nine federal departments, three federal organizations, two provincial governments and 13 private sector organizations. Many of these involved their private and public sector partners with the result that over 100 organizations were involved in Canada's participation as key contributors and another 200 to 300 as smaller-scale contributors.

According to a departmental evaluation of Expo 2000, the presentations were effective. A total of 71 percent rated Canada as a leader in communication and information technologies and a country with good business and investment opportunities.

Parallel programming in the areas of trade, culture and public affairs highlighted Canada's excellence in information technology, environmental industries, culture and tourism. These activities led to increased interest by German and other European organizations in business, trade and cultural exchanges with Canadian partners and companies.

... through a New International Instrument on Cultural Diversity and the International Network on Cultural Policy

In an environment of increasing globalization and technological change, the government is pursuing the development of a New International Instrument on Cultural Diversity that will recognize the essential role of cultural diversity in social and economic development, including the special role that cultural goods and services play in our societies. In Canada, the Department has been consulting with stakeholders and has established an expert advisory group to help develop Canadian positions on key policy issues related to cultural diversity.

Due to Canadian efforts, significant international interest in such an instrument has been generated. Canada has introduced the issue of cultural diversity to the agenda of:

- the G-8 (the group of seven leading industrialized nations as well as Russia);
- the Summit of the Americas; and
- the International Network on Cultural Policy, an international group of culture ministers established by the Minister of Canadian Heritage in 1998 to put cultural diversity squarely on the international agenda.

At its third annual meeting in Santorini, Greece in 2000, the Ministers of the International Network on Cultural Policy supported Canada's belief that a new international approach is needed to ensure a diversity of cultural expression in an age of globalization. Ministers charged the Working Group on Cultural Diversity and Globalization, which Canada chairs, with exploring options for a new approach and developing a framework and scope for this instrument to be presented at their 2001 annual meeting.

... through preparations for the 2001 United Nations World Conference Against Racism, Racial Discrimination, Xenophobia and Racial Intolerance

The Department's Multiculturalism Program and the Department of Foreign Affairs and International Trade undertook domestic and international preparations for the United Nations World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (WCAR) in Durban, South Africa in 2001. The conference offers Canada a unique opportunity to promote mutual respect and understanding at the international level.

As part of the preparations, more than 1200 Canadians participated in a series of seven regional and two national consultations. These

helped identify Canada's priorities for presentation at WCAR and the key issues to be addressed by the Department's domestic strategy to fight racism.

In recognition of their distinct history, identity and culture, Aboriginal peoples held their own consultation. The Department of Canadian Heritage also solicited input from young Canadians and was instrumental in the establishment of a Youth Summit immediately preceding the WCAR.

... through the World Anti-Doping Agency

In 2000-01, Montreal was chosen as one of the finalists to be the permanent headquarters of the World Anti-Doping Agency (WADA). Canada co-chairs the International Intergovernmental Consultative Group on Anti-Doping in Sport, which conducted anti-doping workshops in Montreal as well as in Oslo, Norway and Cape Town, South Africa. Canada is recognized as a world leader in advancing anti-doping policies and programs, and it represents the Region of the Americas on the WADA executive.

... through La Francophonie

The Department helped promote Canadian values and interests in the context of meetings of experts on cultural diversity from the *Agence intergouvernementale de la Francophonie sur la diversité culturelle*. It also contributed to the development of the Declaration and Action Plan of the conference of Francophone ministers of culture, held in Cotonou, Benin, as well as to the editorial board of the Publishing Fund, the Conference of Ministers of Youth and Sport and Canadian programming for the Summit of La Francophonie in Moncton. Two projects planned in preparation for the IV Games of La Francophonie were approved at the Summit: a profile of the training of female coaches; and another on the integration of athletes with disabilities in sport.

... through Radio Canada International

With funding of \$20 million from the Department of Canadian Heritage, **Radio Canada International** (RCI) projects Canada's voice abroad, conveys Canadian values to foreign audiences and supports Canada's public diplomacy efforts. It broadcasts in English, French and five other languages. Its programming is also provided on the Internet, via satellite and by an extensive network of foreign AM/FM radio stations. The Department of Canadian Heritage extended its funding agreement to RCI through 2001-02, during which time an evaluation will be done to assess its impact and operations.

... through international human rights instruments

Significant progress was made toward reducing the backlog of reports to the United Nations on Canada's progress in implementing international human rights instruments. Canada finalized its 13/14th *Report on the Convention on the Elimination of All Forms of Racial Discrimination* and its 2nd *Report on the Convention on the Rights of the Child* and made substantial progress on two additional reports for submission in 2001-02 (5th *Report on the Convention on the Elimination of All Forms of Discrimination Against Women* and 4th *Report on the Convention Against Torture*). These reports contribute to Canada meeting its international obligations with respect to human rights.

■ **Providing access to the best the world has to offer ...**

... through hosting international sporting events

The combination of cultural and athletic events at the **2001 World Figure Skating Championships** in Vancouver in March 2001 demonstrated the commitment of the Government of Canada to sport development and Canadian culture. One of the main attractions was Skatefest, an entertainment and

information centre where visitors gathered to view highlights of the day's competition on a giant outdoor screen, hear Canadian performers at the bandshell, meet medal winners and see a spectacular fireworks display. More than 200 skaters competed, representing 55 countries.



In 2000-01, the Organizing Committee of the Games of *La Francophonie* (COJF) continued to prepare for the **IV Games of La Francophonie**, which will be held from July 14 to 24, 2001 in the Ottawa-Hull region.

An operational review of activities undertaken from April 1, 1998 to September 30, 2000 revealed that preparations for the Games were on time and that the COJF complied in all significant respects with the general conditions of the contribution arrangement signed between the Government of Canada and the COJF.

In February 2001, the government approved \$2.5 million in funding to broadcast the Games. Broadcasting the Games nationally and internationally is essential to the success of this international event and will contribute significantly to achieving the Government of Canada's objectives regarding La Francophonie in Canada and abroad.



An evaluation of the Games should be completed by the end of 2001.

... through TV5

TV5 is one of the world's most important satellite television networks, reaching close to 80 million homes around the world. TV5 is broadcast in Canada, the United States, Latin America, the Caribbean, Europe, Asia, Africa and the Middle East. Its programs reflect the talent of the best creators, producers and artists of Canada and other nations of La Francophonie.

The partners in this international French-language network are France, Switzerland, the Communauté française de Belgique, Canada, and the Government of Quebec.

Since October 2000, Canada has chaired the Ministerial Conference on TV5. In this regard, the Department has been responsible for organizing all meetings and conferences for TV5 and for preparing documents required for multilateral co-operation. The Department also ensured that Canadian interests were respected in multilateral negotiations on the administrative restructuring of TV5. In 2001, these negotiations resulted in an equitable restructuring of the network and the possibility of substantially increasing, in the short term, the international dissemination of Canadian audio-visual productions in the French language.



Building Capacity at Canadian Heritage

Brand Canadian Heritage as a model department and the place to work.

Key Results Commitment	Planned Results	Programs, Services and Activities
<p>To provide Canadians with effective and accountable management of federal policies and services related to the arts, culture, diversity, heritage and sport.</p>	<ul style="list-style-type: none"> • The Department of Canadian Heritage operates as a learning organization that attracts and retains a competent workforce that is representative of Canadians from all backgrounds. • The Department of Canadian Heritage sets priorities and develops policies and programs in a strategic and integrated manner. • The Department of Canadian Heritage manages its business in an efficient and innovative way with a focus on results. • The Department of Canadian Heritage effectively communicates its objectives and results, both internally and externally. 	<ul style="list-style-type: none"> ▶ Access to Information and Privacy ▶ Communications ▶ Due Diligence in Transfer Payments ▶ Government On-Line ▶ Grants and Contributions Integrated Management System ▶ Human Resources Management Strategy ▶ Integrated Planning, Budgeting and Reporting ▶ Office of Modern Management ▶ Performance Measurement and Reporting ▶ Policy Capacity Development ▶ Portfolio Affairs Coordination

Context and Background

The role of the Department of Canadian Heritage is to provide effective stewardship of policies and programs for the arts, culture, official languages, heritage, diversity and sport. Through its policies and programs, the Department touches the life of every Canadian.

To be accountable to Canadians, the Department is dedicated to effective and efficient management of its operations and services. Modern management requires thoughtful processes of planning, budgeting and reporting. It also requires the application of accountability principles, due diligence measures, risk management plans and the development of performance frameworks for all major policies, programs and initiatives. The Department is

increasingly involved in horizontal initiatives, partnerships, the development of policies and programs and the communication of these policies and programs to Canadians. These activities offer opportunities for renewal and growth.

The Department recognizes that employees are fundamental to its success and has embarked on a development process to make it an employer of choice. It is working toward the ideal mix of staff competencies and knowledge. Weakness in the realization of any of these commitments could impair public confidence in the Department's policies and programs.

Resources Used: \$73.5 million (8 percent)

This number represents the Department's best estimate of resources utilized for the programs, services and activities linked to this strategic outcome. Audited financial information by departmental Business Line, as found in Public Accounts, can be found in Section V.

Achievements

The Department is building solid management practices, consistent with the government's overall management framework, *Results for Canadians*. This is demonstrated through...

... a commitment to performance measurement and reporting

By 2004, the Department will have accountability frameworks in place for all its major programs and initiatives. Approximately half have been completed already, including:

- Aboriginal Languages Initiative
- Aboriginal Representative Organizations Program
- Arts Presentation Canada
- Athlete Assistance Program
- Canada Magazine Fund
- Canada-Ontario Special Agreement for the Implementation of French Language School Governance
- Canadian Conference of the Arts
- Canadian Digital Cultural Content Initiative
- Canadian Feature Film Policy
- Canadian Television Fund
- Community Partnership Program
- Cultural Spaces Canada
- Edmonton 2001 World Championship in Athletics
- Exchanges Canada Program
- Fathers of Confederation Buildings Trust Program
- IV Games of La Francophonie
- Historic Places
- Hosting Program
- Implementation of Sections 41 and 42 of the *Official Languages Act*

- Information and Research on Canada Program
- Interdepartmental Partnerships with Official Languages Communities
- International Days for the Performing Arts Initiative
- International Expositions Program (Expo 2000)
- Multiculturalism Program
- Museums Assistance Program
- National Arts Training Schools
- National Sport Organizations Support Program
- Northern Native Broadcasting Program
- Path of Heroes
- Sound Recording Development Program
- Trade Routes
- Urban Aboriginal Multipurpose Youth Centres Initiative
- Young Canada Works Program

The Department has adopted a cyclical and more strategic approach to audit and evaluation planning. As a result, and in keeping with new Treasury Board Secretariat policies, all major programs and initiatives will be covered on an ongoing, cyclical basis.

This will ensure that program managers have timely and objective assessments of their policies, programs and initiatives, giving them opportunities to make adjustments as required so that objectives and expected results are achieved.

... a commitment to a diverse workforce

The Department is making solid progress in its efforts to increase designated group representation. Designated group representation now exceeds workforce availability for three of the four designated groups (women, Aboriginal peoples and persons with disabilities). The representation of visible minorities is slightly below labour market availability.

... a commitment to policy capacity development

Over the course of 2000-01, the Department participated in interdepartmental research that contributes to defining the Department's strategic orientations and to reinforcing its capacity to develop policy, specifically in the field of social cohesion, globalization, North American ties and the knowledge society.

Representation of Designated Groups at the Department of Canadian Heritage in 2000 and 2001

	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities
March 31, 2000 (based on a total of 1337 employees)	69.2 %	3.3 %	4.3 %	5.9%
March 31, 2001 (based on a total of 1656 employees)	68.6 %	3.4 %	4.3 %	6.5%
Labour Market Availability on March 31, 2001	50%	1.5%	3.8%	6.8%

Source: Treasury Board Secretariat, Human Resources Branch, Employment Equity Division

In 2000-01, the Department of Canadian Heritage was audited with respect to its employment equity levels by the Canadian Human Rights Commission. The Department expects to be found to have met all of the Commission's requirements.

Reporting on equity group membership has also improved. Following a Deputy Minister's campaign to encourage self-identification, more than 92 percent of employees completed a departmental workforce survey. This compares to a 60 percent return rate in 2000.

With Health Canada, the Department has developed a manager's guide on recruiting, promoting and retaining a more diverse workforce. This guide has been recognized by Treasury Board Secretariat and a number of other departments as a government-wide best practice.

Results of the research were disseminated within the Department electronically and through conferences and round tables, both in Ottawa-Hull and in the regions. The conferences and round tables drew more than 400 program and policy officers and managers.

An assessment of departmental research was carried out and agreements were negotiated with Statistics Canada on the preparation of the 2001 census and the *General Social Survey* as well as on the purchase and use of data from over 10 databases.

... a commitment to effective planning, budgeting and reporting

The Department is implementing an integrated planning, budgeting and reporting cycle that will serve in future years as the basis of the Department's business planning approach. Initiated in 2000-01 in the Strategic Policy

Sector, the business planning process will provide a pilot blueprint for the rest of the organization.

In 2000-01, on the recommendation of a Steering Committee on Modern Comptrollership, an **Office of Modern Management** was established to oversee the implementation of modern comptrollership in the Department. The Office of Modern Management has a two-year mandate to assist in the renewal of management practices in areas such as integrated planning and reporting and development of an ethics and values framework, a risk management framework and a manager's tool kit on management practices.

... a commitment to staff capacity building

The Department has a human resources management strategy with three major objectives (building the workforce, learning and development, and supportive work environment) and is putting a performance measurement framework in place to measure progress.

A staff survey in March 2001 suggests the Department is making good progress:

- 88 percent of employees consider the Department of Canadian Heritage a good place to work (compared to 78 percent in 1999);
- 91 percent agree (including 74 percent who strongly agree) that every individual, regardless of race, colour, gender or disability, is accepted as an equal member of the team (compared to 60 percent in 1999); and
- 91 percent agree (including 66 percent who strongly agree) that their manager treats them with respect (compared to 54 percent in 1999).

In the past year, three significant staff fora were organized: one for senior executives; one for managers; and one for administrative staff. The Administrative Community Forum was the first of its kind in the entire federal public service.

Administrative Community Forum 2001, a first within the public service

Members of the Department's administrative community gave a presentation on their forum to the Treasury Board Secretariat's administrative community, who decided to stage a similar event. Other presentations are planned, one of which will take place in September 2001 at Human Resources Development Canada.

The sessions for senior executives and managers were also well received by participants who, in participant studies, commented favourably on the workshops and the networking opportunities. They look forward to future fora to get more information on government priorities and participate in discussions of human resources management and performance measurement.

... a commitment to new technology

In keeping with the October 1999 Speech from the Throne, in which the government committed to making all its services and information available on-line by 2004, the Department of Canadian Heritage is using electronic media more and more to communicate with Canadians.

The Department is developing a portal to access Canadian cultural content on the Internet. The portal is intended as a one-stop access to knowledge and information about Canada, Canadian culture and cultural diversity, and should be available in the fall of 2001.

The Department has also been given the government-wide lead in a two-year initiative to develop a common method of applying for federal grants and contributions on-line.

... through effective communications both within the Department and externally

The Department ensures that its employees and other Canadians participate in developing its policies and programs. To do this, in 2000-01, the Department implemented new internal communications tools, notably an internal electronic journal, and strengthened its communications network with the various agencies and Crown corporations of the Portfolio.

The Department is focusing on new information technologies to better communicate with key players and to the Canadian population. It renewed its Web site and updated thousands of pages of information. The Department also developed a corporate image that will contribute to wider recognition by Canadians. Various communications projects were carried out, including the publication of *Sharing Canadian Stories: Cultural Diversity at Home and in the World*.

... a commitment to access to information

In 2000-01, the **Access to Information and Privacy (ATIP) Secretariat** received 313 requests for departmental records under the *Access to Information Act* and five requests under the *Privacy Act*. Fifty-six percent of the requests were answered within 30 calendar days, and an additional 24 percent were answered within 60 calendar days. Twenty percent of requests were received at the end of the reporting period and carried forward to the next fiscal year. The number of requests increased by 22 percent from 1999-2000.

... a Portfolio-wide approach to management

In 2000-01, the Department created a **Portfolio Affairs Office** and a separate **Parks Policy and Liaison Office**. This has brought about a more strategic Portfolio-wide approach to management.

A monthly forum of all Portfolio organizations has increased information sharing and collaboration. For example, a program was created to increase personnel exchanges and assignments among Portfolio organizations.

Another result has been the development of a long-term vision for the revitalization of Canada's capital and funding for its first phase: the long-awaited clean-up of LeBreton Flats and preparation of a new site for the Canadian War Museum.

A Portfolio-wide approach was also undertaken to resolve pressing capital needs among Portfolio organizations and critical infrastructure issues of Parks Canada. This led to increased funding of \$90.7 million in 2001-02 and 2002-03.

... and, above all, a commitment to responsible spending

After a 1998 audit of the Multiculturalism Program by the Office of the Auditor General and a follow-up audit in 2000, the program adopted a management improvement action plan, which sets out the steps it will take to achieve its objectives, demonstrate clear results, manage resources with due diligence and improve responsiveness to stakeholders and the general public.

In the interest of ensuring effective management of all transfer payments, staff involved in the management and delivery of grant and contribution programs have all had a significant regimen of training.

A Department-wide enhanced monitoring process has increased the understanding of managers and employees of the importance of due diligence in transfer payment program delivery, and has also improved project documentation practices.

Enhanced monitoring includes a review of funding recommendations to ensure that all eligibility requirements have been met as well as a reliability check of budget information in applications and a check to ensure applicants have a plan for measuring the results of their activities.

As a result, the Department is in a better position to ensure its grants and contributions contribute to departmental objectives.

A Grants and Contributions Information Management System also supports good administration. It has improved uniformity in the tracking of files and increased the probity, transparency and accountability of the process.



Section IV

Consolidating Reporting

Matériel Management

The Department of Canadian Heritage has recently conducted a full physical verification of its movable assets. This verification included all tracked assets valued at over \$1000 as well as depreciable assets valued at more than \$10 000.

The verification complied with prescribed policies of Treasury Board Secretariat and Public Works and Government Services Canada related to assets management. While completing a review of the implementation of the Financial Information Strategy, the Office of the Auditor General determined that our approach was practical and reasonable. The next phase will be to validate the information with relevant managers and to input all depreciable items into the corporate Integrated Finance and Matériel System.

Given that the majority of the Department's mission critical assets are automated systems, equipment and corporate software applications, a priority this past year was to develop and implement a more standardized approach for the acquisition, maintenance and support of our mission critical assets. Work is ongoing to ensure that all other non-technology-related mission critical assets are captured and included.

From a risk management perspective, the Department has already addressed any concerns as part of its Business Resumption Planning exercise in late 1999. This continues to be a priority for mission critical assets as well as related functions.

Goals for the next fiscal year will include studying alternatives and developing an action plan to implement life cycle management practices and operational costing.

Service Improvement Initiative

At the end of 2000-01, in compliance with the federal government's Service Improvement Policy, the Department launched a number of activities to achieve a minimum 10 percent increase in client satisfaction by 2005. The Department is now in the first step of the Service Improvement Initiative, which is an internal assessment of clients, products, services, partners and stakeholders.

Over the last few years, the Department has focused on using technology and connections to communities to improve service to the public through Government On-Line, Service Canada and Canada Place initiatives. Results of all three initiatives are reported elsewhere in this report.

The Department's Service Canada access centres have in some cases begun to assess their progress toward improving service to Canadians. Six of the nine access centres ask clients and employees to complete comment cards, but no other formal ways to obtain feedback have been used thus far. Seven of the nine have service standards that address the five client satisfaction drivers (timeliness, fairness, competence, outcome and courtesy), and four have made improvements based on results of recommendations. As the implementation of the Service Improvement Initiative advances,

these methods of assessment will be applied more consistently not only at our Service Canada access centres but also to all other activities that are identified as providing significant direct service to the public.

Sustainable Development Strategy

In keeping with its Sustainable Development Strategy, the Department of Canadian Heritage took various steps in 2000-01 to minimize the impact of its activities on the environment and increase awareness of the social and cultural aspects of sustainable development. The following are some of the most significant initiatives undertaken by the Department in this area.

Goals

1. Fostering Sustainable Values Among Canadians

Performance indicators: Level of employee awareness and knowledge related to the application of sustainable development principles in departmental activities; and changes in the understanding within the federal government of the concept of sustainable development.

Target: To sensitize all departmental employees to the concept, values and concrete applications of sustainable development by December 2000.

Progress to date:

- Two information kiosks were set up in the Terrasses de la Chaudière complex in Hull during Environment Week 2000 in co-operation with Parks Canada. Several hundred employees and other individuals visited the kiosks and obtained documents summarizing current departmental sustainable development efforts as well as other related material.

- An information sheet entitled *The Green Office*, which gives employees suggestions on how to “green” their offices, was drafted and distributed at the Administrative Community Forum 2001. This forum was an unprecedented opportunity for members of the administrative community to play an active role in the life of the Department of Canadian Heritage as essential partners in delivering the Department’s mandate.
- The social and cultural dimensions of sustainable development were further explored with other interested departments, including Human Resources Development Canada and Citizenship and Immigration Canada.

2. Minimizing the Impact of the Department’s Day-to-Day Operations on the Environment

Performance indicators: Changes in amount of office waste produced.

Target: To reduce by December 2000 overall consumption of resources in day-to-day operations by five percent compared to levels in 1997.

Progress to date:

- The implementation of the No-Waste Program in national headquarters was completed on all floors by December 2000. Some regional offices participate in similar programs in joint facilities with other federal departments and agencies.

Strategy Renewal

In February 2000, the Department tabled its second Sustainable Development Strategy as part of a wider activity, involving 28 federal departments and agencies. This updated strategy builds on the Department’s first

strategy submitted in December 1997. It is founded on an assessment of progress as well as adjustments and lessons learned from the first strategy. It addresses comments and observations made by the Commissioner of the Environment and Sustainable Development. It also reflects the results of consultations undertaken with over 350 client organizations and stakeholders, 20 percent of whom provided valuable and detailed feedback, as well as with departmental employees over the course of 2000. It focuses on goals, objectives and targets that are clear and measurable.

The following are the three issues that underlie the departmental Sustainable Development Strategy. The need to address:

- negative biophysical impacts associated with internal operations at the Department of Canadian Heritage;
- biophysical impacts associated with the Department's policies and programs; and
- social and cultural issues in an integrated decision-making framework for sustainable development within the federal government.



Section V Financial Performance

A. Financial Performance Overview

In 2000-01, the planned spending amount for the Department of Canadian Heritage was \$932 727 136. Throughout the year, additional funding was received bringing the Total Authorities to \$1 000 834 865. These additional resources were allocated to the following major initiatives:

(in millions \$)

Amateur Sport	20.6
Youth Exchanges	18.3
Operating budget carried forward from the previous year	5.4
Toronto Symphony Foundation	5.0
Voluntary Sector	3.3

Authorities not used in 2000-01 will be reprofiled to subsequent years as follows:

- Operating budget will be carry forwarded according to Treasury Board policy 6.1

B. Financial Summary Tables

1. Summary of Voted Appropriations
2. Comparison of Total Planned to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
4. Revenue
5. Statutory Payments
6. Transfer Payments Summary
7. Resource Requirements by Organization and Business Line
8. Loans, Investments and Advances
9. Contingent Liabilities

Table 1. Summary of Voted Appropriations**Financial Requirements by Authority (\$ millions)**

Vote	2000-2001		
	Planned Spending	Total Authorities	Actual
1 Operating Expenditures	128.3	200.8	192.8
5 Grants and Contributions	788.9	782.8	767.9
(S) Salaries of the Lieutenant-Governors	0.9	1.0	1.0
(S) Payments under the <i>Lieutenant-Governors Superannuation Act</i>	0.5	0.5	0.5
(S) Supplementary Retirement Benefits - Former Lieutenant-Governors	0.2	0.1	0.1
(S) Contributions to Employee Benefit Plans	13.8	15.5	15.5
(S) Minister of Canadian Heritage - Salary and Motor Car Allowance	0.05	0.05	0.05
(S) Spending of proceeds from the disposal of surplus Crown assets	0.02	0.02	--
(S) Adjustment to the Accounts of Canada pursuant to section 64(2) of the <i>Financial Administration Act</i>	--	--	--
(S) Refunds of amounts credited to revenues in previous years	--	0.0	--
Total Budgetary	932.7	1,000.8	977.9
L15 Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>	0.01	0.01	--
Total Department	932.7	1,000.8	977.9

Table 2. Comparison of Total Planned to Actual Spending

Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues	Total Net Expenditures
Cultural Development and Heritage	356	36.7	--	328.6	365.3	--	365.3	4.1	361.2
<i>(Total authorities)</i>	<i>356</i>	<i>51.5</i>	<i>--</i>	<i>304.4</i>	<i>355.9</i>	<i>--</i>	<i>355.9</i>	<i>4.1</i>	<i>351.8</i>
(Actuals)	442	48.4	--	290.8	339.2	--	339.2	3.2	336.0
Canadian Identity	350	40.1	--	461.0	501.1	0.9	502.0	--	502.0
<i>(Total authorities)</i>	<i>350</i>	<i>57.9</i>	<i>--</i>	<i>479.1</i>	<i>537.0</i>	<i>1.0</i>	<i>538.0</i>	<i>--</i>	<i>538.0</i>
(Actuals)	430	56.7	--	477.7	534.4	1.0	535.4	--	535.4
Corporate Management	641	69.5	--	--	69.5	--	69.5	--	69.5
<i>(Total authorities)</i>	<i>641</i>	<i>111.0</i>	<i>--</i>	<i>--</i>	<i>111.0</i>	<i>--</i>	<i>111.0</i>	<i>--</i>	<i>111.0</i>
(Actuals)	735	106.4	--	--	106.4	--	106.4	--	106.4
Total Department - Budgetary	1,347	146.3	--	789.6	935.9	0.9	936.8	4.1	932.7
<i>(Total authorities)</i>	<i>1,347</i>	<i>220.4</i>	<i>--</i>	<i>783.5</i>	<i>1,003.9</i>	<i>1.0</i>	<i>1,004.9</i>	<i>4.1</i>	<i>1,000.8</i>
(Actuals)	1,607	211.5	--	768.5	980.0	1.0	981.0	3.2	977.9
Non-Budgetary									0.01
<i>(Total authorities)</i>									<i>0.01</i>
(Actuals)									--
Total Department									932.7
<i>(Total authorities-Department)</i>									<i>1,000.8</i>
(Actuals)									977.9
OTHER REVENUES AND EXPENDITURES									
Non-Respendable Revenues									52.0
<i>(Total authorities)</i>									<i>56.7</i>
(Actuals)									56.7
Cost of Services Provided by Other Departments									18.8
<i>(Total authorities)</i>									<i>20.1</i>
(Actuals)									18.8
Net Cost of the Program									899.5
<i>(Total authorities)</i>									<i>964.2</i>
(Actuals)									940.0

Note Numbers in normal text denote Planned Spending (2000-2001 Report on Plans and Priorities). Numbers in italics denote Total Authorities for 2000-2001 (Main and Supplementary Estimates and other authorities). **Bolded numbers** denote actual expenditures/revenues in 2000-2001 (shown in the Public Accounts). Due to rounding, figures may not add to totals shown.

Table 3. Historical Comparison of Total Planned Spending to Actual Spending

**Historical Comparison of Departmental Planned versus Actual Spending by Business Line
(\$ millions)**

Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		Actual
			Planned Spending	<i>Total Authorities</i>	
Cultural Development and Heritage	284.2	299.9	365.3	355.9	339.2
Canadian Identity	402.7	493.9	502.0	538.0	535.4
Corporate Management	78.4	95.5	69.5	111.0	106.4
Total - Gross Expenditures	765.3	889.4	936.8	1,004.9	981.0
Less: Respendable Revenues	3.2	3.4	4.1	4.1	3.2
Total - Net Expenditures	762.1	886.0	932.7	1,000.8	977.9
Non Budgetary	--	--	0.01	0.01	--
Total Department	762.1	886.0	932.7	1,000.8	977.9

Table 4. Revenue

**Revenues by Business Line (\$ millions)
Respendable Revenues**

Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		Actual
			Planned Revenues	<i>Total Authorities</i>	
Cultural Development and Heritage					
Museum and Heritage Services	1.9	1.8	2.7	2.4	1.5
Canadian Audio-visual Certification Office	1.3	1.5	1.4	1.7	1.7
Total - Respendable Revenues	3.2	3.4	4.1	4.1	3.2
Non-Respendable Revenues					
Canadian Identity					
Federal-Provincial Lottery Agreement	52.8	53.7	52.0	55.2	55.2
Corporate Management					
Other Revenue	5.8	5.9	--	1.5	1.5
Total - Non-Respendable Revenues	58.6	59.6	52.0	56.7	56.7
Total Revenues	61.7	62.9	56.1	60.8	59.9

Table 5. Statutory Payments**Statutory Payments by Business Line (\$ millions)**

Business Lines	Actual 1998-99	Actual 1999-00	2000-2001		Actual
			Planned Spending	<i>Total Authorities</i>	
Cultural Development and Heritage	3.4	6.6	3.7	4.2	4.2
Canadian Identity	5.1	5.3	5.3	5.7	5.7
Corporate Management	6.4	6.9	6.6	7.3	7.2
Total Department	14.9	18.8	15.5	17.1	17.1

Table 6. Transfer Payments Summary

Transfer Payments by Business Line (\$ millions)					
Business Line	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	Total Authorities	Actual
GRANTS					
Cultural Development and Heritage	6.4	50.5	56.0	56.3	56.2
Canadian Identity	53.7	65.3	79.1	47.9	47.5
Total Grants	60.1	115.7	135.1	104.1	103.7
CONTRIBUTIONS					
Cultural Development and Heritage	199.4	210.1	272.7	248.1	234.6
Canadian Identity	307.7	376.7	381.9	431.2	430.2
Total Contributions	507.1	586.8	654.5	679.3	664.8
Total Transfer Payments - Department	567.2	702.5	789.6	783.5	768.5

Table 7. Resource Requirements by Organization and Business Line

Comparison of 2000-2001 (RPP) Planned Spending and Total Authorities to Actual Expenditures by Organization and Business Line (\$ millions)

Organization	Cultural Development and Heritage	Canadian Identity	Corporate Management	TOTALS
Cultural Development	305.6			305.6
<i>(total authorities)</i>	<i>282.3</i>			<i>282.3</i>
(Actuals)	266.7			266.7
Arts and Heritage*	55.6			55.6
<i>(total authorities)</i>	<i>69.4</i>			<i>69.4</i>
(Actuals)	69.3			69.3
Canadian Identity		502.0		502.0
<i>(total authorities)</i>		<i>538.0</i>		<i>538.0</i>
(Actuals)		535.4		535.4
Strategic Management			38.9	38.9
<i>(total authorities)</i>			<i>44.3</i>	<i>44.3</i>
(Actuals)			42.5	42.5
Corporate Services			30.6	30.6
<i>(total authorities)</i>			<i>66.8</i>	<i>66.8</i>
(Actuals)			63.9	63.9
TOTALS	361.2	502.0	69.5	932.7
<i>(total authorities)</i>	<i>351.7</i>	<i>538.0</i>	<i>111.1</i>	<i>1,000.8</i>
(Actuals)	336.0	535.4	106.4	977.9
% of TOTAL	34.4%	54.8%	10.9%	100.0%

Note Numbers in normal text denote Planned Spending (2000-2001 *Report on Plans and Priorities*). Numbers in italics denote Total Authorities for 2000-2001 (Main and Supplementary Estimates and other authorities). **Bolded numbers** denote actual expenditures /revenues in 2000-2001 (shown in the Public Accounts). Due to rounding figures may not add to totals shown.

* Includes Non Budgetary items.

Table 8: Loans, Investments and Advances

Loans, Investments and Advances by Business Line (\$ millions)

Business Lines	Actual 1998-99	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actual
Cultural Development and Heritage	--	--	0.01	0.01	--
Canadian Identity	--	--	--	--	--
Corporate Management	--	--	--	--	--
Total Department	--	--	0.01	0.01	--

Table 9: Contingent Liabilities

As per 2000-01 Public Accounts, the Department of Canadian Heritage has contingent liabilities which amount to \$101.6M. This information represents action suits which have been commenced against the Government but they are not yet actual liabilities.



Section VI Canadian Heritage on the Internet

Canadian Heritage	http://www.canadianheritage.gc.ca
Minister of Canadian Heritage	http://www.canadianheritage.gc.ca/min/english.htm
Deputy Minister	http://www.canadianheritage.gc.ca/himelfarb/english.htm
Secretary of State (Amateur Sport)	http://www.canadianheritage.gc.ca/coderre/english.htm
Secretary of State (Multiculturalism) (Status of Women)	http://www.canadianheritage.gc.ca/fry/english.htm
Portfolio Agencies and Crown Corporations	http://www.canadianheritage.gc.ca/ac-os/english.htm
Canada Agriculture Museum	http://www.science-tech.nmstc.ca/indexag.cfm
Canada Aviation Museum	http://www.aviation.nmstc.ca
Canadian Broadcasting Corporation	http://www.cbc.ca
Canada Council for the Arts	http://www.canadacouncil.ca
Canada Science and Technology Museum	http://www.science-tech.nmstc.ca
Canadian Museum of Civilization	http://www.civilization.ca/cmccmceng/welcmeng.html
Canadian Museum of Contemporary Photography	http://cmcp.gallery.ca
Canadian Museum of Nature	http://www.nature.ca
Canadian Race Relations Foundation	http://www.crr.ca
Canadian Radio-Television and Telecommunications Commission	http://www.crtc.gc.ca
Canadian War Museum	http://www.warmuseum.ca
Historic Sites and Monuments Board	http://www.parkscanada.canadianheritage.gc.ca/hsmbc
National Archives of Canada	http://www.archives.ca
National Arts Centre	http://www.nac-cna.ca
National Battlefields Commission	http://www.ccbn-nbc.gc.ca
National Capital Commission	http://www.capean.ca
National Film Board of Canada	http://www.nfb.ca
National Gallery of Canada	http://www.national.gallery.ca
National Library of Canada	http://www.nlc-bnc.ca
Parks Canada	http://www.parkscanada.canadianheritage.gc.ca
Status of Women Canada	http://www.swc-cfc.gc.ca
Telefilm Canada	http://www.telefilm.gc.ca
Virtual Museum of New France	http://www.vmnf.civilization.ca

Cultural Development	http://www.canadianheritage.gc.ca/culture
Book Publishing Industry Development Program	http://www.canadianheritage.gc.ca/culture/cult_ind/bpidp-padie/english.htm
Broadcasting Policy and Innovation	http://www.canadianheritage.gc.ca/culture/brdcstng
Canada Magazine Fund	http://www.canadianheritage.gc.ca/culture/cult_ind/CMF/eindex.htm
Canada Wordmark Screen Credit	http://www.canadianheritage.gc.ca/culture/cult_ind/cavco-bcpac/credits/cavcre_e.htm
Canadian Audio-Visual Certification Office	http://www.canadianheritage.gc.ca/culture/cult_ind/cavco-bcpac/english.htm
Canadian Digital Cultural Content Initiative	http://www.canadianheritage.gc.ca/edcci-iccn
Canadian Film or Video Production Tax Credit	http://www.canadianheritage.gc.ca/culture/cult_ind/cavco-bcpac/fv-produc-e.htm
Canadian Television Fund	http://www.canadianheritage.gc.ca/culture/brdcstng/ctf-fct/english.htm
Cultural Industries	http://www.canadianheritage.gc.ca/culture/cult_ind/english.htm
Cultural Industries Development Fund	http://www.canadianheritage.gc.ca/culture/cult_ind/cidf-fdic/english.htm
Cultural Sector Investment Review	http://www.canadianheritage.gc.ca/culture/invest/rev/english.htm
Film or Video Production Services Tax Credit	http://www.canadianheritage.gc.ca/culture/cult_ind/cavco-bcpac/fv-serv-e.htm
Loan Program for Book Publishers	http://www.canadianheritage.gc.ca/culture/cult_ind/bpidp-padie/wn-qdn/new-loan.htm
Northern Distribution Program	http://www.canadianheritage.gc.ca/culture/brdcstng/ndp-padn/english.htm
Publications Assistance Program	http://www.canadianheritage.gc.ca/culture/cult_ind/pap/eindex.htm
Sound Recording Development Program	http://www.canadianheritage.gc.ca/culture/cult_ind/srdp-pades/english.htm
Trade and Investment	http://www.canadianheritage.gc.ca/culture/invest/english.htm
TV5	http://www.canadianheritage.gc.ca/culture/brdcstng/tv5/english.htm
Arts and Heritage	http://www.canadianheritage.gc.ca/arts
Arts Policy	http://www.canadianheritage.gc.ca/arts/arts_pol
Canadian Conservation Institute	http://www.cci-icc.gc.ca
Canadian Cultural Property Export Review Board	http://www.canadianheritage.gc.ca/arts/heritage/board_e.htm
Canadian Heritage Information Network	http://www.chin.gc.ca/
Heritage Branch	http://www.canadianheritage.gc.ca/arts/heritage
International Museum Day	http://www.canadianheritage.gc.ca/imd2001
International Music Day	http://www.canadianheritage.gc.ca/music
Virtual Museum of Canada	http://www.virtualmuseum.ca
World Poetry Day	http://www.canadianheritage.gc.ca/poetry
World Theatre Day	http://www.canadianheritage.gc.ca/theatre

Canadian Identity	
Canada Day Poster Challenge	http://www.canadianheritage.gc.ca/affiche-poster
Canadian Secretariat for the IV Games of La Francophonie	http://www.jeux2001.ca
Canadian Studies	http://www.canadianheritage.gc.ca/csp-pec/
Celebrate Canada	http://www.canadianheritage.gc.ca/canada
Ceremonial and Canadian Symbols Promotion	http://www.canadianheritage.gc.ca/ceremonial-symb/english/index.html
Community Partnership	http://www.canadianheritage.gc.ca/cp-pc
Exchanges Canada	http://www.exchanges.gc.ca
IV Games of La Francophonie	http://www.canadianheritage.gc.ca/francophonie2001
Human Rights	http://www.canadianheritage.gc.ca/ddp-hrd
International Working Group on Women and Sport	http://www.canadianheritage.gc.ca/wis-fes
March 21 Campaign	http://www.canadianheritage.gc.ca/march21
Multiculturalism	http://www.canadianheritage.gc.ca/multi.html
National Flag Day of Canada	http://www.canadianheritage.gc.ca/flag-drapeau
Native Citizens' Programs	http://www.canadianheritage.gc.ca/progs/native.htm
Official Languages	http://www.canadianheritage.gc.ca/offlangoff
Path of Heroes	http://www.heroes.ca
Sport Canada and the Canadian Sport Policy Task Force	http://www.canadianheritage.gc.ca/sportcanada
Tomorrow Starts Today	http://www.canadianheritage.gc.ca/tomorrowstartstoday
World Conference Against Racism	http://www.canadianheritage.gc.ca/world-conference-mondiale
Young Canada Works	http://www.canadianheritage.gc.ca/ycw-jct
Youth Cyberstation	http://www.canadianheritage.gc.ca/cyberstation
Canada Expo 2000	http://www.canadianheritage.gc.ca/canadaexpo2000
International Expositions	http://www.canadianheritage.gc.ca/expo
Canada Place	http://www.canadaplace.gc.ca
Government of Canada Primary Internet Site (Canada Site)	http://www.canada.gc.ca



Section VII Other Information

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

- ▶ *Act to Incorporate the Jules et Paul-Emile Léger Foundation*
- ▶ *Broadcasting Act*
- ▶ *Canada Council Act*
- ▶ *Canada National Parks Act*
- ▶ *Canada Travelling Exhibitions Indemnification Act*
- ▶ *Canadian Film Development Corporation Act*
- ▶ *Canadian Heritage Languages Institute Act (not in force)*
- ▶ *Canadian Multiculturalism Act*
- ▶ *Canadian Race Relations Foundation Act*
- ▶ *Canadian Radio-television and Telecommunications Commission Act*
- ▶ *Cultural Property Export and Import Act*
- ▶ *Department of Canadian Heritage Act*
- ▶ *Department of Transport Act (Historic Act)*
- ▶ *Dominion Water Power Act*
- ▶ *Fitness and Amateur Sport Act*
- ▶ *Foreign Publishers Advertising Services Act*
- ▶ *Heritage Railway Stations Protection Act*
- ▶ *Historic Sites and Monuments Act*
- ▶ *Holidays Act*
- ▶ *Income Tax Act*
- ▶ *Investment Canada Act*
- ▶ *Laurier House Act*
- ▶ *Lieutenant-Governors Superannuation Act*
- ▶ *Mingan Archipelago National Park Act*
- ▶ *Museums Act*
- ▶ *National Anthem Act*
- ▶ *National Archives of Canada Act*
- ▶ *National Arts Centre Act*
- ▶ *National Battlefields at Quebec Act*
- ▶ *National Capital Act*
- ▶ *National Film Act*
- ▶ *National Flag of Canada Manufacturing Standards Act*
- ▶ *National Library Act*
- ▶ *National Symbol of Canada Act*
- ▶ *Official Languages Act (Part VII)*
- ▶ *Parks Canada Agency Act*
- ▶ *Public Service Employment Act (Report to Parliament)*
- ▶ *Saguenay-St. Laurent Marine Park Act*
- ▶ *Salaries Act (Lieutenant-Governors)*
- ▶ *Status of the Artist Act (Part I)*
- ▶ *Trade-marks Act (Use of National Symbols)*
- ▶ *Waterton Glacier International Peace Park Act*

Department of Canadian Heritage Points of Service



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