



Canadian Heritage

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

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 public funds.

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Canadian Heritage

2002-2003 Estimates

A Report on Plans and Priorities

Approved

Minister of Canadian Heritage

Minister's Message

The past year has seen Canadians face a variety of challenges. World events have created heightened anxiety and concern for security while the economy has struggled. In face of the challenges, Canadians everywhere have worked to preserve the quality of life they have achieved, and indeed to build an even better Canada for future generations.



It is against this backdrop that the Department of Canadian Heritage presents its annual Report on Plans and Priorities for the coming year. This report highlights the specific programs and activities the Department will undertake in pursuit of these objectives, and the results we seek to achieve.

Sport, our diverse culture and heritage - these key elements of Canadian Heritage are essential to the Canadian way of life - a way of life marked by the values of diversity, inclusiveness and mutual respect. This Department contributes to the cohesiveness and creativity of the country, ensuring that all Canadians have opportunities to participate in Canada's cultural and civic life.

This Report is, in a sense, a reflection of Canada's diversity.

In it you will read of programs designed to strengthen Canada's official languages; to promote connections among our many cultural communities; and to build stronger aboriginal communities. You will read of steps to help develop and assist Canada's amateur athletes in the pursuit of their dreams and of measures designed to encourage innovation across the arts and cultural sectors.

This Department ensures that Canadians continue to enjoy access to a stunning choice of original Canadian cultural content and that our cultural industries can compete in an increasingly global market. The Department works diligently to ensure that artists have every opportunity to excel. And finally, the Department seeks to ensure the preservation of our heritage and accomplishments.

This Report is also evidence of the efforts of the dedicated Canadians at the Department of Canadian Heritage who, through programs that serve Canadians, seek to make their country the envy of the world.

Sheila Copps

MANAGEMENT REPRESENTATION STATEMENT

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) for the **Department of Canadian Heritage**.

To the best of my knowledge the information in this document:

- accurately portrays the organization's plans and priorities;
- is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Alex Himelfarb
Deputy Minister

Date

Table of Contents

1. Departmental Overview	1
Mandate, Roles and Responsibilities	1
A Changing Environment	2
Strategic Directions	3
Strategies	6
Strategic Framework	7
Departmental Priorities	8
The Department's Partners	10
Organizational Structure	11
Departmental Planned Spending	12
2. Plans, Results and Resources	13
Canadian Content	13
Cultural Participation and Engagement	20
Connections	25
Active Citizenship and Civic Participation	28
Management	30
Horizontal Initiative	33
3. Financial Information	35
Planning, Reporting and Accountability Structure	35
3.1: Planned Spending and Full Time Equivalents (FTE) by Business Line	36
3.2: Summary of Transfer Payments	37
3.3: Details on Transfer Payments Programs	38
3.4: Source of Respendable and Non-respendable Revenue	44
3.5: Net Cost of Program for the Estimates Year	45
3.6: Loans, Investments and Advances (Non-budgetary)	45
3.7: Portfolio Resources	46
4. Other Information	47
Statutes Administered, in Whole or in Part, by the Canadian Heritage Portfolio	47
Internet Addresses	49
Department of Canadian Heritage Points of Service	54
Contacts for Further Information	55
5. Index	57



1. Departmental Overview

Mandate, Roles and Responsibilities

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

The Department provides services from 24 points of service located at its headquarters and in five regions. The Department also manages five Canada Places and a comprehensive Web site (<http://www.canadianheritage.gc.ca>).

The Canadian Heritage Portfolio

The Canadian Heritage Portfolio, including the Department and 17 agencies and Crown corporations, plays a central role in supporting cultural activity in Canada. The Portfolio agencies and Crown corporations are among the key Canadian institutions that support cultural and artistic expression: creating, promoting, regulating and disseminating Canadian choices to Canadians; and preserving and protecting Canada's cultural and natural heritage, and shared history.

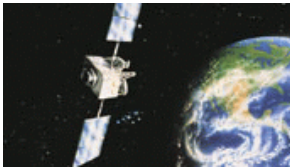
The Canadian Heritage Portfolio includes the following:

- the **Department of Canadian Heritage**, including the Canadian Conservation Institute, the Canadian Heritage Information Network and the Canadian Cultural Property Export Review Board;
- **seven departmental 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, the Parks Canada Agency and Status of Women Canada;

- **ten 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
- in addition to our cultural mandate, the Portfolio includes the Public Service Commission, which reports to Parliament through the Minister of Canadian Heritage.

The Department and each departmental agency produce an individual *Report on Plans and Priorities*. The Crown corporations and the Parks Canada Agency prepare corporate plans, the summaries of which are tabled in Parliament or are subject to the accountability requirements of their enabling legislation. The Minister of Canadian Heritage is responsible for ensuring that the major orientations of the agencies within the Portfolio support the Government's goals and priorities. The Minister is also responsible to Parliament for the resources allocated to all organizations in the Portfolio.

A Changing Environment



The world has been reminded that countries, communities and individuals are, for better or for worse, inextricably interconnected. Globalization, and how Canadians manage its benefits and challenges, is a recurrent theme in fulfilling the mission of the Department of Canadian Heritage. While globalization has so far been driven primarily by both economic and technological underpinnings, it presents a challenge to Canadians to achieve a healthy balance between preserving a sense of identity, attachment and community in our lives, while thriving within the parameters of a system that encourages the creation of a “global culture”.

Notwithstanding its inherent challenges, globalization has also been supported by the introduction of new technologies and innovation in the field of information and communication technology, which places Canada in a favourable position at the crossroads of digital convergence. In order to enhance its competitive edge in world markets while cultivating its own sense of identity, Canada faces the challenge of using these new technologies and media to our own ends. These include the development and dissemination of Canadian artistic content; the preservation and presentation of Canadian heritage; the development of, and increased access to, Canadian cultural products; as well as enabling linkages, across our vast and diverse country. These ends include the promotion of shared citizenship and Canadian values at home and abroad.

Building on our own experience, and as an active participant in international fora, Canada holds a unique position on the world stage to steer this societal debate surrounding globalization toward notions of pluralism, respect and equity.

Strategic Directions

In 2001-2002, the Department of Canadian Heritage committed to a strategy to provide Canadians with cultural choices that reflect the diversity of the Canadian experience. This strategy is at the heart of the Department's mission. A key priority for the Department is to promote an inclusive society and a shared sense of citizenship that values Canada's linguistic duality and cultural diversity. These commitments led to the Minister of Canadian Heritage's announcement of the *Tomorrow Starts Today* initiative in May 2001, which represents the most important commitment in half a century by the Government of Canada to the growth and development of Canadian arts and culture. The announcement represents a new approach to promoting excellence, diversity, access and sustainability in the performing and literary arts, new media, films and heritage to mention a few. Investing in culture is an investment in a stronger and more robust Canada and is essential in sustaining the quality of life for all Canadians.

During the last year, we have reviewed our guiding principles and reflected on how best to serve Canada, resulting in a rearticulation of our mission, objectives and priorities for the Department. Our mission underscores the importance of building connections between Canadians and realizing the shared citizenship which develops from our symbols and stories, cultural expressions and interactions.

Mission

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

Strategic Objectives

The Department will accomplish its mission by:

Canadian Content

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

Cultural Participation and Engagement

- fostering access to and participation in Canada's cultural life;

Connections

- fostering and strengthening connections among Canadians and deepening understanding across diverse communities; and

Active Citizenship and Civic Participation

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

A key element of the Department's contribution to the Government's quality of life agenda, Canadian Heritage policies and programs have always contributed to cultural creativity, innovation, linguistic duality and cultural diversity. It is through cultural participation - from creation to production, distribution, preservation and consumption that Canadians develop a strong sense of who we are, where we are going, and project ourselves confidently to the world. The Department has also played an important role in fostering inclusion and a cohesive Canadian society not only through our shared stories and symbols, but also through its human rights, official languages and multiculturalism policies and youth programs.

Encouraging all Canadians to participate in our cultural and civic life not only ensures the reflection of Canadian diversity in our society and our daily life, but helps to build connections among diverse communities and foster the sense of attachment to Canada. Participation in a cohesive and creative Canada provides the context for Canadians to strive for excellence in their endeavours.

“Arts and culture are not for the few. Cultural participation develops our creativity, enriches our citizenship, feeds the spirit. Arts and culture must be integrated into our lives and our communities. Arts and heritage organizations must reach out to their communities. Build partnerships with business and academia. Engage the young and build audiences for the future.”

Prime Minister
Jean Chrétien
May 2, 2001

A focus on creativity and innovation provides and secures the conditions in which Canadians can excel in the arts, heritage, sport or cultural media and bring their creative skills to other fields of endeavour. Access to and participation in our cultural and civic life enable the dynamic exchanges of ideas, encourage innovative thinking and stimulate the development of new initiatives. It also allows for renewal in the transition from one generation to the next, nourishes the emergence of new creative talents and strengthens the cycle of cultural growth. The growth of Canadian cultural content, coupled with the nurturing of excellence in culture and sport, provides the context for Canadians to reinforce our values and to share with each other and the world our unique stories and symbols.

A number of pressures are challenging our sense of connection and attachment to each other. A more cohesive society, in which all Canadians are able to participate in Canada’s civic life, requires strengthening connections among one another, particularly our face-to-face connections across different axes. The focus is twofold: first, connecting Canadians to one another and to Canada, and second, contributing to Canada’s civic life and its communities. Departmental initiatives such as Exchanges Canada and support to volunteerism demonstrate the types of initiatives that bring Canadians with shared interests together to work towards a common goal. The Department will foster connections through a variety of initiatives to strengthen ties between Canadians and their communities.

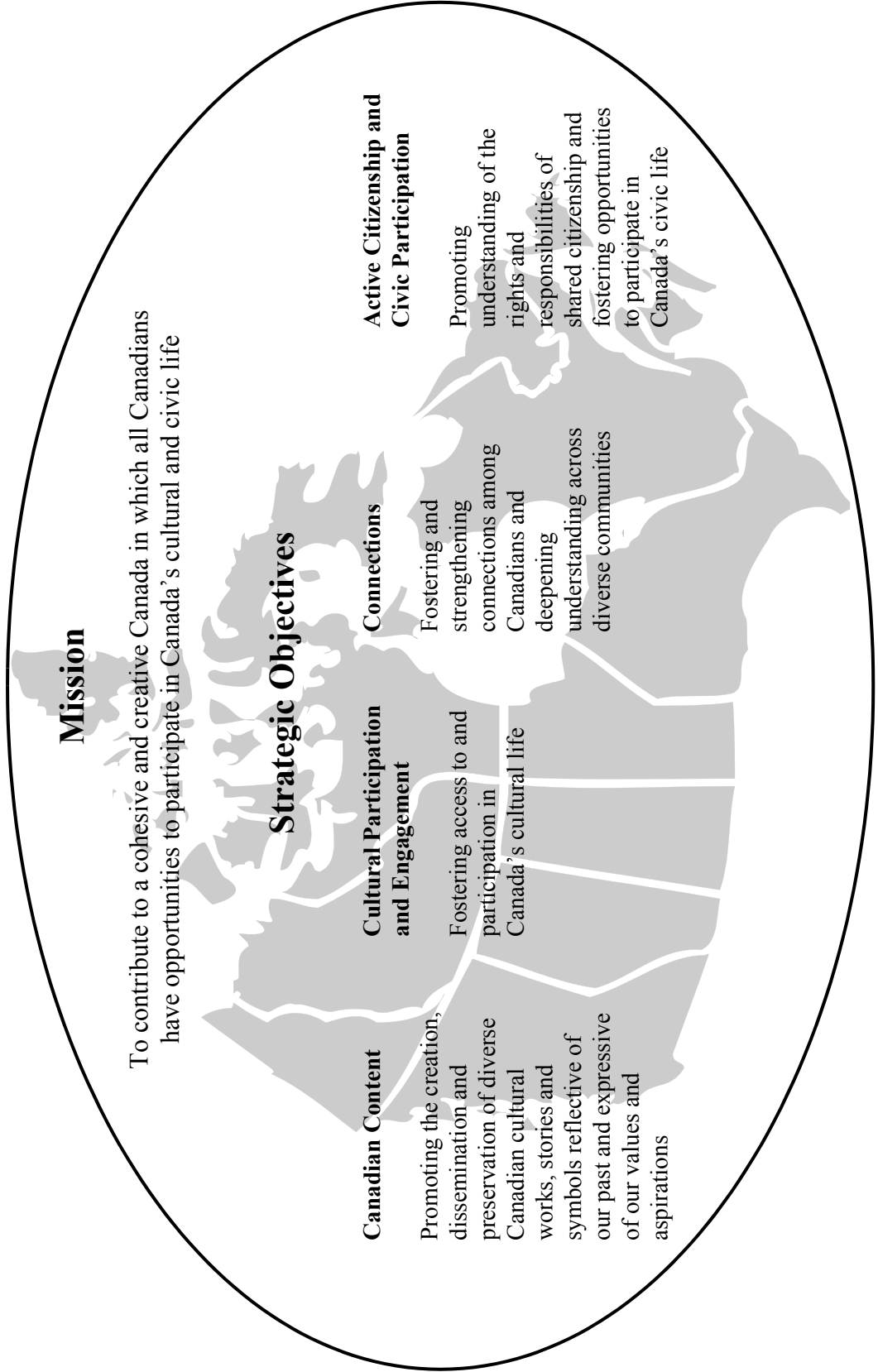
Maintaining a high quality of life requires more than enabling the right conditions for the economy to thrive such as developing our skills and knowledge, encouraging innovation and investing in our security. It also requires that Canadians continue to trust one another, and that we act collectively on the basis of that trust. If Canada is to continue to thrive, it is critical that the needs, interests and values of Canadians in different parts of the country resonate at some level with each of us. The Department contributes to that resonance by enabling Canadians to share their stories, myths and symbols, and by encouraging all citizens to take and share responsibility for the collective good. In order to sustain shared citizenship for the future, our sustaining values need to be both widely understood and widely acted upon.

Canadians feel an attachment to Canada because of what it stands for - its values. Peace, order and good government provide the foundations for a cohesive society and articulate our commitment to democracy and the rule of law. On this foundation, we have developed a distinctive model of shared citizenship based on the values of diversity, mutual accommodation, mutual respect and mutual responsibility.

Strategies

The Department of Canadian Heritage will develop strategies to assist us in achieving our renewed objectives. In particular, as we take our place in a global environment, we will be focussing on international approaches that will be essential for Canada to influence the international cultural agenda and increase markets for access to our Canadian cultural products and to our services abroad. Whether in supporting artistic, athletic or community organizational development, capacity building will also be important to secure sustainability and ensure that all Canadians can contribute meaningfully to our quality of life. The Department will work with provinces and territories, other countries, the private and not-for profit sectors, in effective partnerships to meet our strategic objectives. Harnessing modern technology will be a key strategy for communicating with Canadians, enabling our cultural industries and organizations to remain competitive and innovative, and for allowing Canadians to access diverse Canadian cultural content and services. Finally, we will be focussing on approaches that enhance citizen engagement to ensure Canadian citizens have the opportunity to influence priorities and services.

Strategic Framework Department of Canadian Heritage



Departmental Priorities

Over the three year planning period of 2002-2005, the Department will be pursuing its objectives through the development of policy frameworks, legislative changes and the program renewal necessary to accomplish them. Complementing this approach, the pursuit of effective and efficient methods of management and administration, coupled with the strengthening of our public outreach, will facilitate implementation of the proposed changes that will continue the process of Departmental renewal.

Policy frameworks



Two policy frameworks will be developed to guide policy and program renewal and legislative reform. First, a policy framework on shared citizenship and cohesion will focus on four essential elements of cohesion: contact and connections; stories and symbols; inclusion and participation; and values. In the short term, the Department will lead the interdepartmental process that will develop the cross-governmental framework for strengthening a cohesive society.

Secondly, the Department will continue to articulate an overarching cultural policy framework that will integrate content development, access and preservation issues. In the short term, the Department will pursue the implementation of the Government Response - *Connecting to the Canadian Experience: Diversity, Creativity and Choice* - to the Report of the Standing Committee on Canadian Heritage Report (1999). The Department is also actively engaging the Canadian Heritage Portfolio organizations in the development of a coherent and integrated Portfolio perspective on several key strategic policy areas such as the audio-visual domain, the arts sector, a heritage/history policy framework, and outreach activities.

Legislative renewal

In the short term, adjustments to current legislation will be pursued to respond to immediate issues and current policy priorities such as copyright, sport, and heritage. The Standing Committee on Canadian Heritage is currently undertaking a study on the state of the Canadian broadcasting system and key aspects of the *Broadcasting Act*, which will provide a framework for longer term legislative renewal.

Program renewal

The Department will undertake an assessment to ensure that our program structure is effective and efficient in meeting our policy objectives and improving service delivery. In the short term, the Department will proceed with the assessment of the integrity of its programs, integrating the objectives of the Departmental Assessment initiative launched by the Treasury Board Secretariat in June 2001. Over time, our programs will be realigned according to policy objectives and departmental priorities and implemented in accordance with the principle of excellence in grants and contributions management.

Modern comptrollership

The Department will continue to ensure that principles of modern management and administration are incorporated into its operational practices. In the short term, the Department will improve its planning, reporting and accountability processes, and integrate risks into these and other management practices. It plans to deliver better results to Canadians through excellence in grants and contributions management.

Strengthening our public outreach

By improving our connections to Canadians and by enhancing institutional relations and communications products, the Department will strengthen its public outreach to provide more effective results to citizens. In order to address this priority, the Department will begin the implementation of a Cultural Portal on the Internet and the establishment of the Canadian Cultural Observatory. Our 24 offices across the country will also assist us in strengthening our relations with Canadians.

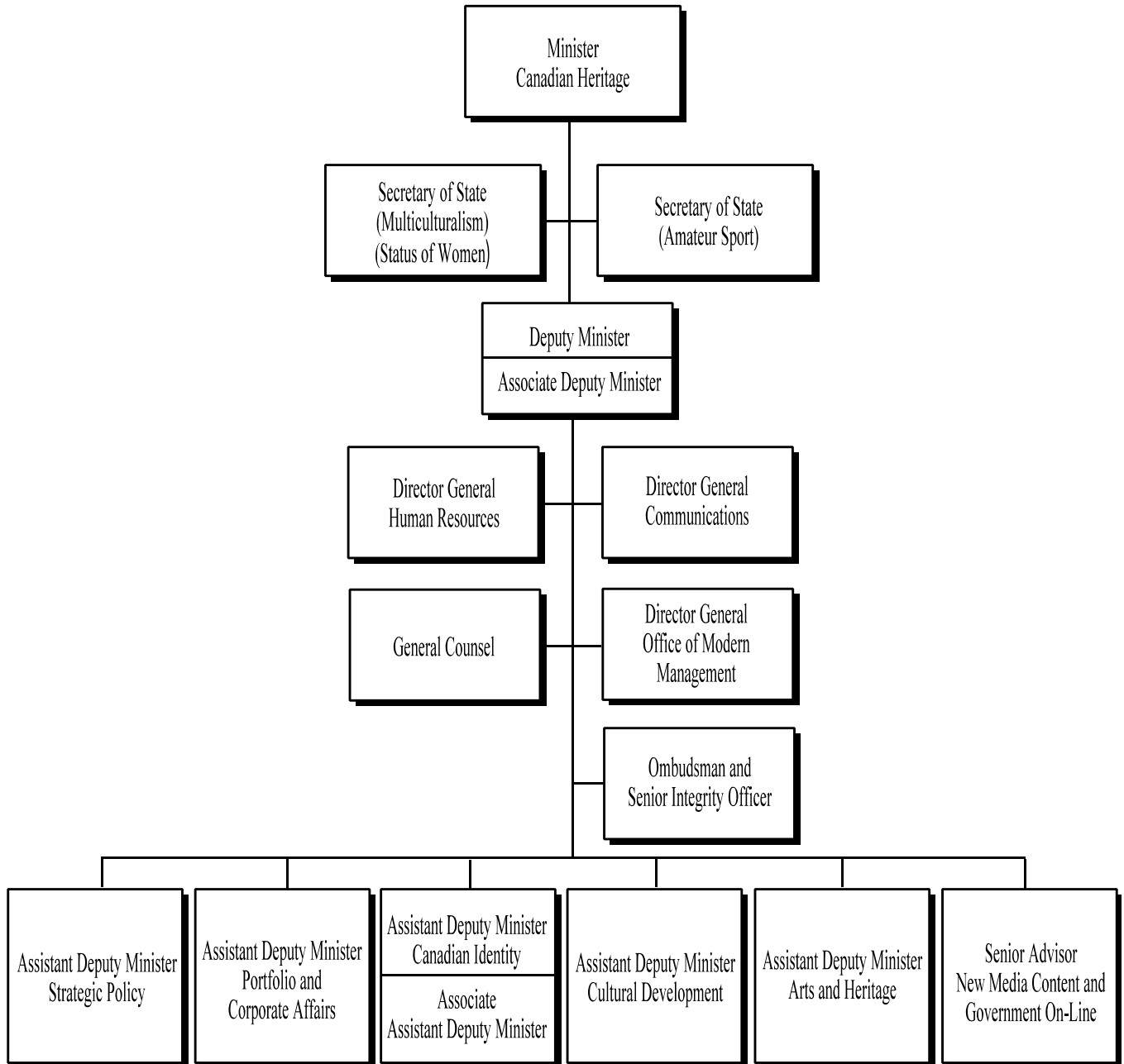
In addition, the Department is currently engaging its Portfolio partners to develop integrated and collaborative outreach approaches.

The Department's Partners

The agencies and Crown corporations of the Canadian Heritage Portfolio are major partners of the Department. Increasingly, we are working together to act more strategically in support of governmental priorities, to identify opportunities for cooperation and to maximize resources. Key areas for increased Portfolio cooperation include the digitization of cultural holdings; international cultural promotion and joint participation in major events across the country; participation in the Government On-Line initiative; and the inclusion of young Canadians in their communities, and in athletic, artistic and heritage activities.

The Department will continue to work with other levels of government, community partners and the private sector in pursuing its objectives. We will also maintain our strong relationships with key federal departments that address other facets of our objectives and priorities, for example Human Resources Development Canada with respect to youth initiatives, Industry Canada concerning digitization, the Treasury Board Secretariat for the Government On-Line initiative and Results for Canadians, and Foreign Affairs and International Trade for the New International Instrument on Cultural Diversity and for broadening our opportunities for export development and trade.

Organizational Structure
(as of February, 2002)



Departmental Planned Spending

(\$ millions)	Forecast Spending 2001-02*	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Budgetary Main Estimates (gross)	956.7	1,041.8	885.9	767.7
Non-budgetary Main Estimates (gross)	0.01	0.01	0.01	0.01
Less: Respendable Revenue	4.5	4.5	4.5	4.5
Total Main Estimates	952.2	1,037.3	881.4	763.2
Adjustments**	136.8	56.5	70.2	132.2
Net Planned Spending	1,089.0	1,093.8	951.6	895.4
Less: Non-respendable Revenue	56.7	57.0	57.0	57.0
Plus: Cost of Services Received Without Charge	18.8	21.3	21.3	21.3
Net Cost of Program	1,051.1	1,058.1	915.9	859.7
Full Time Equivalents	1,842	1,758	1,744	1,700

* Reflects the best forecast of total planned spending to the end of the fiscal year.

** Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise.



2. Plans, Results and Resources

Strategic Objective 1:

Canadian Content

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

We live in a globalized world where communication technologies expand their reach across national borders and where Canadians have access to ever-increasing sources of information and choice. The availability of quality Canadian cultural content is, therefore, more important than ever.

Canadians' sense of connection to one another and to their country is reinforced through a diverse array of Canadian content. Our heritage buildings, national parks, works of art and treasured artefacts, the books, films and music we enjoy, the sporting events in which we participate and experience, as well as the traditions and knowledge we share with our children - all embody the stories and symbols that contribute to our understanding of Canada and of ourselves. It is through the wealth of our cultural expression and cultural works that our common stories come alive and that Canadians are able to understand and appreciate our history, values and aspirations.

In 2002-03, the Department will work to:

- define a policy framework for heritage in Canada;
- explore how to strengthen the resilience and performance of small and medium sized Canadian cultural enterprises; and
- reinforce links between communities, artists and creators.

A Policy Framework for Heritage in Canada

Articulation of a heritage policy framework for Canada

Tomorrow Starts Today

On May 2, 2001, the Prime Minister and the Minister of Canadian Heritage announced an investment of more than \$500 million over the next three years in support of Canadian arts and culture. This significant investment by the Government of Canada targets all aspects of the creative process: encouraging excellence among our artists, promoting arts and heritage among the population as a whole and providing our cultural industries with the means to prosper in the 21st century.

In a global society, Canada's heritage connects us to our past, present and future, as well as to one another. In 2002-03, the Department will begin the articulation of a heritage policy framework for Canadians. The framework will guide the federal government's future intervention in the heritage sphere by clarifying the federal role, building greater cohesion among existing policy instruments and creating new partnerships and ways to maximize the federal contribution. This renewed vision of heritage in Canada will be shaped by the needs of Canadians and by the perspectives of the federal portfolio and broader heritage community.

The goals will be to strengthen Canada's preservation and conservation capacity in order to preserve more of our key heritage and enable Canadians to share and experience their heritage.

Building capacity in the heritage community

Our heritage collections are valuable resources for Canadians today and a legacy for future generations. In 2002-03, the Department will make strategic investments in capacity-building, notably to increase knowledge about the condition and care of heritage collections. Investments will also be made in the management of information about collections; the development of standards across the country for cultural heritage institutions to bring digital cultural content to Canadians via the Internet; the management by museums of digital intellectual property; and skills development in the digital environment as well as in the creation of content. As a result of improvements in the care of heritage collections and management of digital cultural content, Canadians will have greater access to their diverse heritage.

Preserving Canada's historic places

Hundreds of historic buildings, monuments, landscapes and archeological sites exist in every region across the country. However, many of these important links to our collective past are decaying or disappearing altogether. Through the Historic Places Initiative, the Department is investing \$24 million over the next three years to engage Canadians in the conservation of Canada's historic places. As a first step in this initiative, the Department, in partnership with Parks Canada, will create a register of historic places, establish conservation standards and guidelines, and put in place a certification process. Implementation of the initiative will begin in 2002-03.

It is expected that this strategy will continue to improve the state of conservation in Canada and increase Canadians' access to and understanding of their heritage by actively engaging them in its preservation.

Strengthening the Canadian Cultural Small and Medium Sized Enterprises (SMEs)

The Department will work with its partners to strengthen the resilience and performance of Canadian cultural SMEs. It will assess the main cross-cutting challenges facing SMEs in the Canadian cultural sector; evaluate their ability to access financing; assess gaps and weaknesses in the current array of private and public sector instruments that support them; and develop options for enhanced or new public policy instruments. Key partners include Telefilm Canada, the Business Development Bank of Canada, regional development agencies and Industry Canada.



Over the next three years, the Department will continue to implement the initiatives announced May 2, 2001 in *Tomorrow Starts Today* related to Canadian cultural industries. The new measures build on existing initiatives such as the Canada Magazine Fund, the Canada New Media Fund (formerly the Multimedia Fund) and the Canadian Television Fund which also supports SMEs.

New measures for the Canadian book industry

In the *Tomorrow Starts Today* announcement, additional funding was made available for the following initiatives: development and implementation of strategies in support of a cohesive supply chain for books; increased marketing and promotion for Canadian books; enhanced support for Canadian book publishers and distributors; and an enhanced research capacity at the Department of Canadian Heritage. The annual contribution of the Department for the Canadian book industry for 2002-03 to 2004-05 will be \$31 million, plus an additional investment of \$10 million in each of 2002-03 and 2003-04.

These measures should result in a more efficient supply chain for books, a greater presence of Canadian-authored books in Canada and abroad, and greater collaboration between different segments of the industry. They will ensure that a strong, diverse, cultural and linguistic population of Canadian publishers is maintained across all regions of Canada, and that their products are accessible to all Canadians. These results will be measured by such indicators as the percentage of industry participation in contributing to the development of an integrated supply chain, levels of sales, percentage of book returns, and variations of sales attributed to projects subsidized by the program.

Implementation of the Canada Music Fund



The current Sound Recording Development Program, with an annual budget of \$10 million, will be replaced and modernized by the Canada Music Fund (CMF). The CMF has been established to provide assistance to Canadians involved in all key facets of Canadian sound recordings. Indeed, the scope of the CMF will be sufficiently broad to encompass activities ranging from creative endeavours, such as songwriting, efforts to adapt and indeed embrace technological change in the sector, to initiatives in preservation to ensure a legacy of quality Canadian music for generations to come. With the launch of its Music Entrepreneur Program, the Fund will be fully implemented in 2002-03. CMF programs, whether administered by Telefilm Canada, the Canada Council for the Arts, the National Library, third party non-government organizations or the Department itself, will receive financial resources totalling just under \$81 million over a three year period ending in the 2003-04 fiscal year.

As a result, creators should have the resources needed to create quality Canadian musical products; entrepreneurs, the resources needed to meet the competition and adapt to change; and Canadians, improved access to Canadian musical choices. The measures of success will include audience and consumption indicators and performance measures for Canadian sound recording firms.

Assistance to cultural exporters

The Trade Routes program will facilitate access to international business opportunities for the cultural sector by ensuring that Canada's arts and cultural entrepreneurs and organizations have access to the full range of the Team Canada Inc network of Government trade programs and services. The Department will invest \$8 million in 2002-03 and in 2003-04 in Trade Routes.

Trade Routes will contribute to Canada becoming a leading exporter of English and French language arts and cultural goods and services. The results will be monitored utilizing a variety of methods, such as document review, industry consultations, and a formative evaluation to be conducted in the fall

Canadian Culture Online

The *Tomorrow Starts Today* announcement in May 2001 included \$108 million over the next three years to increase the production of Canadian cultural content in both official languages for the Internet, and to promote the development of the Canadian new media industry. This new investment will allow the Department to build on the success of the Canada New Media Fund (formerly Multimedia Fund) administered by Telefilm Canada and the Canadian Digital Cultural Content Initiative (launched in 2000), and to implement new measures, all now being branded as Canadian Culture Online. Over the next three years, from 2002-03 to 2004-05, the Canadian Culture Online funding programs will represent an investment of about \$200 million.

An important focus of Canadian Culture Online is the development of French language content on the Internet. Approximately 50 percent of the funds available under Canadian Culture Online will be dedicated to French language digital content. The new measures being developed for Canadian Culture Online will include technolinguistic tools that will facilitate the creation and use of French language content. The new measures will also include financing for Industry Canada's *Francommunautés virtuelles* program, which helps Francophone communities across Canada to get connected to the Internet and to create content.

Canadian Culture Online will lead to the creation of a critical mass of Canadian cultural content online, in both official languages, for education and entertainment; increase the visibility and accessibility of the content; and promote the growth of the Canadian new media industry. The Department has begun implementing a performance measurement strategy that will help ensure that the objectives of this critical initiative are met. It will also assist in ensuring that Canadians and other citizens of the world can enjoy a greater access to Canada's culture and heritage through new media and the Internet.

Publications Assistance Program redesign

An examination process, involving consultation with stakeholders, is underway to redesign the Publications Assistance Program (PAP). Once the necessary steps have been taken, the program changes should be implemented in April 2003. PAP provides up to \$46.4 million annually to the Canadian magazine publishing industry to subsidize the mailing costs of eligible periodicals, weekly, ethnic and community newspapers and commercial newsletters. PAP is administered by the Department of Canadian Heritage in partnership with the Canada Post Corporation. The implementation of a more efficient program design should result in the delivery to Canadian readers of a wider diversity of Canadian-authored editorial content.



Reinforcing Links between Communities, Artists and Creators

The Department will continue to engage artists and creators in the policy development process to ensure that their perspectives are taken into account when developing new policies. A key area of activity in 2002-03 will be the development of modern copyright policy and a review of Canadian content rules. Special attention will also be paid to implementing new arts and heritage programs that reinforce the links between communities, artists and creators. Investments will target building new audiences, creating or refurbishing performance spaces, rooting arts organizations in their communities through innovative public and private sector partnerships, and both celebrating and training the diversity of voices that comprise today's Canada. In addition, a review of the *Status of the Artist Act* will be undertaken.

Other Related Measures

Vancouver/Whistler's bid for the 2010 Olympic and Paralympic Games



The hosting of major international Games is also a key instrument to promote Canadian values and aspirations around the world. The Vancouver/Whistler 2010 Bid Secretariat, supported by the Department of Canadian Heritage, is the principal contact for coordination within the federal government to assist the Vancouver/Whistler 2010 Bid Corporation with presenting Canada's bid for the 2010 winter Olympic and Paralympic Games to the International Olympic Committee. The Host City will be selected by the Committee in July 2003.

To ensure that federal government interests are promoted and protected, the Secretariat will monitor Bid activities and financial performance. It has signed a Memorandum of Understanding with the Bid Corporation and will be signing a multi-party agreement with the other Bid partners. The federal government is represented on the Corporation's Board of Directors and on the working committees.

Review of support for Aboriginal broadcasting

Storytelling and the passing of knowledge from one generation to the next is an essential part of Canada's Aboriginal peoples' heritage. In 2002-03, the Northern Native Broadcast Access Program will provide \$8 million to 13 Aboriginal communication societies for the production and distribution of Aboriginal radio and television programming. The societies serve a quarter of a million Aboriginal peoples in Canada and broadcast to approximately 400 communities. Rapidly changing communication technology and the need to replace capital equipment is increasingly becoming a challenge for Aboriginal communication societies. In

2002-03, the Department will undertake a review of the support provided for Aboriginal broadcasting, taking into consideration the recommendations of the Standing Committee on Canadian Heritage, which is currently studying the state of the Canadian broadcasting system and key aspects of the *Broadcasting Act* of 1991.

Canada 2004-08: 400 years of dialogue and discoveries



Canada 2004-08 will engage Canadians in a five year exploration of the many facets of the Canadian experience. Events and activities will emphasize the commemoration of key historic moments and focus on themes that reflect the contributions of those who have helped shape Canada as we know it today. Using the 400th anniversary of Champlain's settlements (1604-08) and the first encounters with Aboriginal Peoples as a starting point, the initiative will invite Canadians across the country to learn more about themselves, their history, values and shared citizenship.

Strategic Objective 2:

Cultural Participation and Engagement

To foster access to and participation in Canada's cultural life

Whether as a member of the audience experiencing a play or film, reading a book, hiking through a national park, visiting a local museum, playing a game of hockey or tracing a family tree on the Internet, Canadian cultural choices and experiences enhance the quality of our lives and reinforce our connections to each other and to Canada.

In 2002-03, the Department will work to:

- build a culture of sustainable arts and heritage organizations and facilitate access to arts and heritage experiences;
- reexamine the current legislative and regulatory environment; and
- engage the Portfolio organizations in the development of an integrated Portfolio perspective on the arts, audio-visual and history/heritage sectors, and outreach activities.

Sustaining and Providing Access to Arts and Heritage Organizations

Sustainable arts and heritage organizations

In an increasingly complex environment, arts and heritage organizations have recognized the need to become more financially self-sufficient and to redefine their relationship with the communities that support them. As part of the government's recent commitment to culture, over the next three years, the Department will foster greater financial and management stability in arts and heritage organizations by investing \$63 million in the Canadian Arts and Heritage Sustainability Program. The program will provide support to arts and heritage organizations to improve their management capacity and develop new revenue streams, in partnership with other levels of government and the private sector. Through this investment, the viability of arts and heritage organizations will be improved, as will access to diverse arts and heritage experiences.

Access to arts and heritage experiences

The Department will continue to invest in making arts and heritage experiences available to all Canadians, regardless of where they live. Specific initiatives recently announced in the context of *Tomorrow Starts Today* will provide support for the construction or renovation of non-profit arts and heritage facilities and help for organizations that showcase Canadian artistic offerings. Combined with existing tools (such as the Museums Assistance Program and the Virtual Museum of Canada) that continue to make arts and heritage exhibitions available across the country, either traditionally or by using new information technologies, the Department will help ensure that Canadians have better access to high quality and increasingly diverse cultural experiences and expression.

Reexamine the Legislative and Regulatory Environment

The Department will undertake policy research, consultations and the articulation of policy options related to key instruments including the *Copyright Act*, the *Broadcasting Act*, and the *Investment Canada Act* with a view to ensuring that the legislative and regulatory framework will continue to serve our cultural policy objectives. The Department also intends to modernize the *Fitness and Amateur Sport Act* in order to keep pace with today's complex world of sport.

A Framework for Copyright Reform

In June 2001, the Department and Industry Canada launched a process of consultation and reform designed to modernize Canadian copyright legislation. The publication of *A Framework for Copyright Reform* outlines the context for reform and sets out the government's intention to consider copyright reform proposals in a gradual, staged manner, to consult Canadians and to develop legislative amendments when required. A report on the implementation of the *Copyright Act* pursuant to Section 92 of the Act will be tabled in Parliament by September 2002, followed by a one year study by a parliamentary committee. Copyright reform, including legislative changes where required, will be carried out through a transparent and inclusive consultative process.

The Standing Committee's review of the health of the Canadian broadcasting system

The Department is supporting the Standing Committee on Canadian Heritage's launch of a study with particular focus on the current state of the Canadian broadcasting system and its future directions. The hearings which began November 8, 2001 are expected to continue until the summer recess of 2002. The study is due to conclude in 2003. In addition to monitoring the hearings, the Department is providing information and resources to the committee research team.

Modernization of the Fitness and Amateur Sport Act



The Department of Canadian Heritage is examining the modernization of the *Fitness and Amateur Sport Act* (1961) in order to keep pace with today's complex world of sport and to more fully reflect and strengthen the Government of Canada's role in physical activity and sport. The updated Act would establish the ethical foundations and values guiding participation in sport in Canada and would set out the government's policy objectives, namely, increased participation for all Canadians and the pursuit of excellence in sport.

Integrated Portfolio Perspective on the Arts, Audio-visual and History/Heritage Sectors and Outreach Activities

The Department will engage the Portfolio organizations in the development of an integrated Portfolio perspective on the arts, audio-visual, and history/heritage sectors, and outreach activities.

Work in the arts sector will include an examination of a number of human resources issues, including recruitment, retention and succession; financial challenges; outreach; and knowledge and innovation. In the audio-visual sector, public policy objectives will be examined from a content - and audience - driven perspective; determining gaps in crucial data and indicators; and assessing the efficacy of all rules and tools supporting creation, production, distribution, consumption and preservation of Canadian audio-visual content. Work in the history/heritage sector will focus on the articulation of a heritage policy framework, capital/infrastructure issues and the need to sustain, attract and develop talent.

In terms of outreach activities, the priority will be to develop an integrated and collaborative approach for Portfolio outreach which would connect more Canadians to their culture and their heritage, build audiences and increase participation, awareness and citizen engagement.

Other Related Measures

New Canadian Sport Policy and Action Plan

The vision of the Canadian Sport Policy is to have by 2012 a leading-edge sport environment that enables all Canadians, to the extent of their abilities and interests, to experience and enjoy involvement in sport, and to perform consistently and successfully at the highest competitive levels. It is anticipated that the Canadian Sport Policy and Federal-Provincial/Territorial (F-P/T) Action Plan for Sport 2002-05 will soon be approved by respective ministers.

The vision and goals of the Canadian Sport Policy will be achieved through the implementation of four different types of action plans: a federal government action plan; individual provincial and territorial government action plans; a collaborative federal-provincial and territorial government action plan; and action plans undertaken by stakeholders in the sport community. The implementation of the F-P/T Action Plan for Sport 2002-05 will be monitored by Sport Canada, with respect to federal government responsibilities, and collectively by the F-P/T Sport Committee with respect to collective federal-provincial and territorial government responsibilities.

Strengthening youth engagement in creative expression



The Department of Canadian Heritage will undertake policy development research, as well as initiatives, relating to youth engagement in creative expression within the Department and in partnership with Portfolio organizations, other government departments, such as Justice Canada, and interested Canadian organizations. Special efforts will be made to support youth at risk. The Department will explore and test initiatives such as a pan-Canadian, media-based festival of youth culture that will showcase the creative achievements of young Canadians aged 15 to 25 years of age.

National Conference on Aboriginal Artistic Expression

The *National Conference on Aboriginal Artistic Expression* will be held in Ottawa in June 2002 and will seek to bring together approximately 200 participants from Aboriginal communities, private industry and federal government departments as well as Portfolio organizations. Participants will be able to discuss how to enhance the capacity of Aboriginal artistic expression as an expression of Canada's cultural diversity. The Conference is expected to result in an increased awareness of Aboriginal artistic expression by Canadians and more

specifically increased knowledge among Aboriginal stakeholders, private sector participants, federal government departments, and Portfolio organizations of how we can more effectively contribute to the development and sustainability of Aboriginal artistic expression.

Review of Canada-community agreements

The Department has concluded five year Canada-community agreements with minority Francophone and Anglophone communities in each province and territory and with the national Francophone organizations that represent them. The objectives of these agreements are to foster strong, vibrant and inclusive communities that can live in their own language, participate fully in all sectors of Canadian society and enjoy long term development. These Canada-community agreements expire on March 31, 2004. The Department will undertake, in 2002-03, an evaluation of the results achieved and the mechanism used, will conduct research on indicators of community vitality and will consider its future courses of action.

Strategic Objective 3:

Connections

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

A vision of a more cohesive Canada, where all Canadians are able to participate in Canada's civic life, requires a conscious building of connections and communications across our vast distances and differences. The focus must be on connecting Canadians to one another and to Canada, and on connections that contribute to shared citizenship. Strengthening Anglophone-Francophone, Aboriginal-non-Aboriginal, East-West and rural-urban connections will be important. Intercultural connections will also be essential as a way of supporting multiculturalism's thrust to promote values that enable diversity, as well as supporting diversity itself.

In 2002-03, the Department will:

- expand Outreach for Intercultural Understanding;
- pursue a Canadian approach to the international cultural diversity agenda; and
- develop new approaches to our engagement with the provinces and territories.

Outreach for Intercultural Understanding

A number of initiatives will support public awareness, understanding and informed public dialogue about diversity. The Multiculturalism Program will provide support to establish consultative networks involving key federal departments, municipal and police authorities, and regional community organizations to develop effective public outreach tools related to intercultural understanding. Public education initiatives and strategies to raise awareness of the value of diversity will be developed and coordinated. The Mathieu da Costa program will engage elementary and secondary school students in exploring the contribution of individuals of ethnic and racial backgrounds to the building of Canadian society. In commemoration of March 21, the International Day for the Elimination of Racial Discrimination, youth will be enlisted in efforts to eliminate racism from Canadian society and foster awareness and understanding among Canadians.



Connecting Canadians through Youth Exchanges

Through group reciprocal homestay exchanges, youth forums, Katimavik and other initiatives, Exchanges Canada will enable 15,000 Canadian youth to meet face-to-face, establish connections with one another and gain a better appreciation of the diversity and shared aspects of the Canadian experience. In cooperation with partners in the public, private and non-profit sectors, the Department will continue to work towards the goal of 100,000 exchanges per year.

Canadian Approach to the International Cultural Diversity Agenda

It is important that the Department work towards influencing the international environment in a manner which complements and supports national cultural policy and program priorities.

Integrated Portfolio Perspective

The Department will engage the Portfolio organizations to develop an integrated Portfolio perspective on international activities. The work on international activities includes an identification of collective and individual opportunities for the Portfolio organizations to extend reach abroad and maximize use of resources.

The Government of Canada agreed to pursue a new approach to cultural trade policy through the New International Instrument on Cultural Diversity. A new international instrument would recognize the essential role of cultural diversity to social and economic development, and set out clear ground rules to enable Canada and other countries to maintain policies that promote their culture, while respecting the rules governing the international trading system and securing markets for cultural exports.

Significant international interest in the new Instrument has been generated. The Department will continue its leadership role and will work to advance the policy thinking around cultural diversity and the Instrument. In particular, the Department will work with the Department of Foreign Affairs and International Trade on the implementation of the action plan on cultural diversity approved at the Quebec Summit of the Americas in April 2001. The Department will also work with its partners at the International Network on Cultural Policy to develop a draft Instrument for consideration at the next Ministerial Meeting in Cape Town, South Africa in October 2002.

Finally, the Department will use various Francophonie events, including the Summit of La Francophonie, in Beirut, in the fall of 2002 and the *Conférence des ministres de la jeunesse et des sports et des pays ayant le français en partage* (CONFESJES), to align international support for the creation of a New International Instrument on Cultural Diversity and to increase the participation of women in sport.

New Approaches to Our Engagement with the Provinces and Territories

Federal-Provincial/Territorial strategic framework

In order to allow for the continued advancement of a federal-provincial and territorial collaborative approach, the Department will proceed with the implementation of the Federal-Provincial/Territorial Relations Strategic Framework which was approved in February 2001. As such, the Department will continue to ensure an on-going dialogue with the provinces and territories as well as formalize different federal-provincial/territorial forums that relate to the departmental mandate. Furthermore, the Department will continue to ensure that federal-provincial/territorial considerations are consistently taken into account when developing its policy and program initiatives.

The continued advancement of a federal-provincial and territorial collaborative approach in areas that pertain to the Department's mandate is expected to result in initiatives which reflect regional realities while at the same time promote a pan-Canadian approach; and increased provincial/territorial support for the Department's renewed strategic objectives.

Review of the Official Languages in Education Program

The Official Languages in Education Program is up for renewal on March 31, 2003. In order to reiterate the commitment in the Speech from the Throne of January 2001 to promote linguistic duality in the country, the Government of Canada will continue its cooperation with the provinces and territories which, for the last 30 years, has supported the delivery of minority language education and second language instruction to millions of young Canadians. It will also continue cooperation with the Council of Ministers of Education, Canada, as regards bursary and monitor programs, in order to offer young Canadians a different linguistic and cultural experience and, in that way, raise awareness in their host communities and communities of origin of the value of knowing both official languages.

The Program's renewal will be based on the results of the evaluation, including the Special Investment Measures in Education. It will be guided by a management and accountability framework that will establish, in consultation with the provinces and territories, the results to be achieved over the coming cycle and the method to be used to measure those results.

Strategic Objective 4:

Active Citizenship and Civic Participation

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

We have developed in Canada a distinctive Canadian model of shared citizenship based on values of diversity, mutual accommodation, mutual respect and mutual responsibility. To secure our shared citizenship *in the future*, these sustaining values, citizens' rights and responsibilities need to be both widely understood and widely acted upon. Canadians from all ages and communities should be given a chance to learn the values, skills and institutions of Canadian civic life; venues must exist for reflection and debate; and civic engagement must be nourished.

In 2002-03, the Department will develop a policy and program framework to strengthen Canadian shared citizenship and contribute to a cohesive society.

Canadian Shared Citizenship

As Secretariat to the Interdepartmental Committee on Social Cohesion, the Department is working with other departments to develop a policy and program framework to strengthen Canadian shared citizenship. The framework will address the four essential elements of cohesion: contact and connections; stories and symbols; inclusion and participation; and values.

The policy and program framework will provide a structure to facilitate concrete results in this area, the long-term importance of which has become more evident in the wake of the events of September 11th, 2001.

Other Related Measures

Renewal and expansion of the Community Partnerships Program

A major part of the renewal and expansion of this program will be the Canada Volunteerism Initiative (CVI) which is the result of a year-long effort by the National Volunteerism Initiative Joint Table. Comprised of representatives from voluntary organizations and the Government of Canada, the Joint Table's task was to develop proposals that would sustain and enhance volunteerism in Canada and serve as a lasting legacy of the International Year of Volunteers 2001.

Announced by the Prime Minister on December 5, 2001, the CVI will strengthen volunteerism, improve the capacity of voluntary organizations to engage and

support volunteers, heighten awareness of the contribution of volunteers to Canada's quality of life, and encourage more Canadians to volunteer.

Other aspects of the renewal include the establishment of monitoring frameworks that will ensure ongoing program relevance, maximize due diligence, and minimize risk in program management and delivery.

Review and renewal of Aboriginal peoples programs

The sustainability of Aboriginal representative and service organizations is a central issue in promoting and advancing the interests of Aboriginal peoples. In 2002-03, a total of approximately \$46.1 million will be provided for the Aboriginal Representative Organizations Program (\$6.3 million), the Aboriginal Friendship Centres Program (\$14.6 million), the Aboriginal Women's Program (\$2.2 million) and the Urban Multipurpose Aboriginal Youth Centre Initiative (\$23 million). The Department will evaluate the Aboriginal Representative Organizations Program and the Aboriginal Women's Program during 2002-2003, including client consultations and a review of the terms and conditions of the programs. It will review the five year Urban Multipurpose Aboriginal Youth Centre Initiative.



The Department also received \$20 million in funding for 1998-2002 to assist Aboriginal communities to revitalize and maintain Aboriginal languages and to increase the domains in which Aboriginal languages are spoken. In 2002-2003, the Department will review this four year initiative which is managed and delivered by the Assembly of First Nations, the Métis National Council and the Inuit Tapirisat of Canada. An evaluation of the Canada/Yukon Cooperation and Funding Agreement on the Development and Enhancement of Aboriginal Languages will also take place. Negotiations for renewal of the Agreement will begin in 2002-2003.

Promotion of Human Rights

Recognizing that respect for human rights is fundamental to achieving an inclusive society and a shared sense of citizenship, the Department will continue to educate Canadians and to promote the protection of human rights in Canada, particularly youth and children. In 2002-2003, the Department will evaluate, and review the terms and conditions, of its human rights education and promotion component. There will also be further development of the Human Rights Program's web site. Events and initiatives will be undertaken to celebrate the 20th Anniversary of the *Canadian Charter of Rights and Freedoms* in 2002.

Management

The Department of Canadian Heritage will continue to be efficiently managed, relevant and accountable to Canadians. It will reinforce modern management practices and harness modern technology to improve service to the public.

Departmental assessment/Program renewal

This management initiative will result in the development of a corporate business strategy regarding the long term resourcing of the activities of the Department of Canadian Heritage. The initiative is comprised of several major elements: reviewing the overarching public policy objectives of the Department and the optimal grouping of programs to achieve them; identifying within these program groupings opportunities to integrate or streamline existing programs; determining the resource needs and administrative flexibility required for the delivery and sound management of the departmental programs; and, establishing an accountability regime that ensures appropriate program governance, reporting of results and responsible spending.

Integrated planning and reporting process

Increased efforts will be made to harmonize the planning, monitoring and reporting functions within the Department in order to enhance decision-making. The Department will reinforce its planning and reporting process, integrating the full range of strategic and operational issues. This approach relies on an intensified and articulated use of departmental information management systems, which will also yield direct organizational benefits through the comprehensive management of the Department's resources and assets. As the backbone of the corporate management process, integrated planning and reporting will be a key element of the departmental comptrollership and accountability structure.



Enhanced monitoring

In November 2000, the Department introduced an interim corporate monitoring function for grant and contribution programs known as Enhanced Monitoring. This process reinforced existing departmental management practices that ensured grant and contribution payment files are well documented, demonstrate due diligence, contain evidence of merit and present the rationale for funding decisions in accordance with program Terms and Conditions. To consolidate the lessons learned under Enhanced Monitoring into departmental management practices, the Department plans to establish a grant and contribution management model in 2002-03. This model will support informed decision making by program managers, provide for a risk-based quality assurance process that

reinforces departmental due diligence standards and serve as a vehicle to promote continuous improvement in the management of grants and contributions.

Centre of Expertise for Grants and Contributions

A key tool to support the implementation of the grant and contribution management model, and thus help ensure that programs continue to meet standards of management excellence, will be the Centre of Expertise for Grants and Contributions that the Department will establish in 2002-03. The Centre will provide reference support, expert advice, and training and competency development, and it will encourage the sharing of information on best management practices. By helping the Department attain excellence in grants and contributions management, the Centre will be key to supporting the achievement of better results for Canadians, as well as becoming an important component of a manager's tool kit on modern management practices.

Enhanced risk management

The Department will be refining its approach to risk management by formulating processes to ensure risk considerations are incorporated in an integral way during program renewal activities, program delivery, and related management practices. This will be supported by risk workshops and will be reflected in risk-based audit and evaluation plans, and formal risk assessments, as well as in authority and accountability structures.

Service Improvement Initiative/Government On-Line



The Government of Canada has undertaken two broad initiatives to improve its services to Canadians: the Service Improvement Initiative designed to improve client satisfaction by 10 percent by 2005; and Government-On-Line (GOL) which will deliver programs, information and services over the Internet to Canadians from coast to coast. In 2002-03, the Department will link its work on these two initiatives and will lay the foundations of its GOL initiative. From streamlining the application process for available funding programs, to finding out about Canada Day festivities in a particular area, GOL will make it easier to obtain departmental and governmental information and services through the World Wide Web, anywhere and at anytime, in the official language of your choice. Services online should be available by 2005.

The Department will also launch in 2002-03 a Cultural Portal to make it easier for citizens to access online cultural resources, via a single window to Canadian culture. The Portal will create a showcase for current digitization efforts, provide additional exposure to cultural content creators and rights holders, and provide a venue for initiatives on youth and Aboriginal cultural interests. The Portal will promote participation in online communities to strengthen the dialogue on Canadian culture and identity.

Enhanced Portfolio collaboration

By actively engaging the Canadian Heritage Portfolio organizations, the Department is working to implement a coherent and integrated portfolio perspective on several policy objectives discussed earlier. This approach will be supported by a strategic policy research function including the development of a suite of indicators. The Department is strengthening our relationship with Parks Canada and is working closely with them on their key policy files and legislation.



A representative and effective workplace

The Department will strengthen the integration of human resource planning as an integral part of corporate planning across the organization and will pilot the development of competency profiles in two new career development programs. In 2002-03, a significant priority for the Department will be the development and implementation of recruitment, retention and workplace strategies required to ensure that the Department continues to have the best qualified staff and management to fulfill the Department's mandate. Performance indicators are being established to monitor results in key areas of human resource management.

The Department launched, in November 2001, an Action Plan on Language of Work. In 2002-03, the focus will be on implementing the Action Plan. The plan outlines the rights and responsibilities of employees with regard to language of work and includes a number of tools such as guidelines on language of work, an *aide mémoire* calendar and awareness sessions.

Horizontal Initiative

Sustainable Development Strategy

Over the coming fiscal year, the Department of Canadian Heritage will proceed with the implementation of its second Sustainable Development Strategy, covering the period from 2001 to 2003. The strategy focuses on three main goals: minimizing the biophysical impacts of internal operations; minimizing the biophysical impacts associated with departmental policies and programs; contributing to a better understanding of sustainable development in a Canadian context.



3. Financial Information

Planning, Reporting and Accountability Structure

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

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

The financial information found in this Report is presented using the current Business Lines in order to comply with Government-wide presentation regulations and to allow for easier year-to-year comparisons.

According to the PRAS:	
Business Lines	Products/Services Lines
Cultural Development and Heritage	Broadcasting Cultural Industries Arts Heritage
Canadian Identity	Official Languages Canadian Identity Citizens' Participation Multiculturalism Sport
Corporate Management	

Table 3.1: Planned Spending and Full Time Equivalents (FTE) by Business Ligne**Cultural Development and Heritage Business Line**

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Cultural Development and Heritage	430.5	499.6	409.1	372.5
FTE	538	613	613	584

Canadian Identity Business Line

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Canadian Identity	593.4	529.7	469.7	441.4
FTE	512	537	526	514

Corporate Management Business Line

Planned Spending and Full Time Equivalents (FTE)

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Corporate Management	65.1	64.5	72.8	81.5
FTE	792	608	605	602

Table 3.2: Summary of Transfer Payments

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Grants				
Canadian Heritage Program				
Cultural Development and Heritage	60.5	78.4	78.4	58.5
Canadian Identity	110.2	88.2	90.0	86.8
Total Grants	170.7	166.6	168.4	145.3
Contributions				
Canadian Heritage Program				
Cultural Development and Heritage	282.4	329.6	238.3	224.6
Canadian Identity	401.2	387.1	332.0	311.4
Total Contributions	683.6	716.7	570.3	536.0
Total Grants, Contributions and Other Transfer Payments	854.3	883.3	738.7	681.3

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

Grants

Cultural Development and Heritage

Museums Assistance Program

The program provides financial assistance to Canadian museums and related institutions for activities that: foster access by present and future generations of Canadians to their human, natural, artistic and scientific heritage; and enhance awareness, understanding and enjoyment of this heritage. This assistance will lead to a greater understanding among Canadians of themselves and of the rich and diverse cultures of the country.

Publications Assistance Program

The program's purpose is to provide Canadian readers with affordable access to Canadian periodicals. Priorities include ensuring the availability of weekly community newspapers in rural areas, supporting minority official language newspapers and ethnocultural publications by providing financial assistance to publishers of eligible Canadian periodicals to offset partially their distribution costs.

Canadian Arts and Heritage Sustainability Program



The program provides support to arts and heritage organizations to improve their management capacity and develop new revenue streams, in partnership with other levels of government and the private sector. Support for a more sustainable cultural sector will help ensure that Canadians have greater access to and benefit from a wide range of cultural experiences and artistic expression.

Canadian Identity

Promotion of Official Languages

The program provides financial assistance to organizations that support the development of official language communities and the promotion of French and English languages in Canadian society.

Multiculturalism Program

The program is one means by which the government pursues the goals of the multiculturalism policy. By fostering identity, civic and social justice projects, the program encourages participation by all citizens in building and shaping a cohesive and inclusive Canadian society.

Athlete Assistance Program

The program is aimed at enhancing the Canadian high performance sport system. It assists international calibre athletes with their training and competition needs, through the provision of financial assistance in the form of a living and training allowance and, where applicable, tuition expenses.

Contributions

Cultural Development and Heritage

Cultural Initiatives Program

The objective of the program is to help Canadian non-profit, professional arts organizations to undertake activities that will ensure greater exchange and circulation of artists and artistic achievements in Canada. As a result of the department's efforts, Canadians will have greater access to artistic expression as well as an increase in the diversity of artistic events across the country.

Book Publishing Industry Development Program



The objective of the program is to ensure choice of and access to books written by Canadian authors that reflect Canada's cultural diversity and linguistic duality both in Canada and abroad. The program provides financial assistance to Canadian-owned publishers, as well as other sectors of the Canadian book trade, in order to foster a strong and viable industry that promotes Canadian-authored books.

Canada Magazine Fund

The Canada Magazine Fund is designed to foster the creation of Canadian editorial content in Canadian magazines, increase Canadians' access to Canadian magazines, and enhance the quality and diversity of magazines. It also aims to strengthen the infrastructure in which Canadian magazines operate as well as the capacity of small magazines to operate within the Canadian marketplace.

Canada Music Fund

The Canada Music Fund seeks to strengthen the Canadian music industry - from creator to consumer. It was established with three main objectives in mind: to ensure that Canadian music creators, artists, and entrepreneurs have the skills, know-how and tools to succeed in a global and digital environment; to enhance Canadians' access to a diverse range of Canadian music choices through existing and emerging media; and to increase the opportunities available for Canadian music creators, artists, and entrepreneurs to make a significant and lasting contribution to Canadian cultural expression.

Canada New Media Fund

The Canada New Media Fund is a program of the Department of Canadian Heritage that is administered by Telefilm Canada through a contribution agreement. The Fund primarily supports small-and medium-sized new media companies involved in the production and distribution of high-quality, original, interactive Canadian new media works in both English and French. The Fund provides citizens with greater access to Canadian cultural new media products, and assists in the growth and development of a vibrant and self-sustaining Canadian new media industry that is competitive in national and international markets.

Radio Canada International

The Department funds Radio Canada International (RCI) through a contribution agreement with the Canadian Broadcasting Corporation (CBC) that is mandated by the *Broadcasting Act* to provide an international service. In addition to short-wave broadcasting, RCI programming is on the Internet (www.rcinet.ca), broadcast via satellite and is distributed by a network of foreign AM and FM partner stations around the world.

National Arts Training Contribution Program

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

Canadian Internet Cultural Content Strategy

The Canadian Internet Cultural Content Strategy, now branded as Canadian Culture Online includes twelve different funding programs aimed at stimulating the creation of Canadian digital cultural content in both English and French, and extending Canadians' access to a broad array of Canadian cultural choices on the Internet. Specific objectives of Canadian Culture Online are to help Canada achieve a critical mass of quality digital cultural content, increase visibility and build audiences for the content, and foster an environment that is conducive to digital cultural content creation. A special emphasis is placed on content that appeals to youth (notably through the development of educational materials), French-language content, and collaborative projects that involve various partners from the public, private and not-for-profit sectors across Canada.

Arts Presentation Canada Program



The program supports organizations that present, in a professional manner, festivals, programs or series that provide a diversity of artistic offerings in communities across Canada. The Department's goal is to ensure that Canadians have greater opportunity to directly experience the richness of Canadian artistic expression.

Cultural Spaces Canada Program

The objective of the program is to support the construction, renovation and improvement of non-profit arts and heritage facilities throughout Canada and is complementary to the Infrastructure Canada Program administered by the Treasury Board Secretariat. This program will result in improved physical conditions for artistic creativity and innovation, as well as better access by Canadians to performing and visual arts, and heritage collections and displays.

Canadian Television Fund

The Canadian Television Fund (CTF) is a private-public cultural initiative created by the Government of Canada and the Canadian cable industry to provide critical funding to the Canadian television industry. Its objective is to assist the creation and broadcast in prime time of high-quality, culturally significant Canadian television production. The CTF supports distinctively and identifiably Canadian programming in English, French and Aboriginal languages in the genres of drama, children's documentaries, and performing arts and variety, and by both the majority and minority official language sectors.

Canadian Identity

Official Languages in Education Program

The program offers members of the Francophone and Anglophone minority communities the chance to be educated in their mother tongue as well as an opportunity for cultural enrichment by learning more about their own culture. It also offers residents of every province or territory the possibility to study French or English as a second language as well as an opportunity for cultural enrichment by learning more about the culture of the other official language community.

Promotion of Official Languages

The program helps provincial and territorial governments to foster the development of official language minority communities by providing these communities with services in their own language, in areas other than education.

Exchanges Canada

The program creates opportunities for young Canadians to connect with one another and experience the diversity of Canadian communities, languages and cultures. It also provides access to information on a variety of exchange programs and activities available in Canada and abroad.

Aboriginal Friendship Centre Program

The program maintains a network of centres in urban areas designed to improve the quality of life of Aboriginal peoples residing in or travelling through urban communities.

Northern Native Broadcast Access Program

The program contributes to the protection and enhancement of Aboriginal languages and cultures through funding and assistance to thirteen Native Communications societies for the production and distribution of radio and television programming that meet the cultural, linguistic and information needs of Aboriginal peoples.



Urban Multipurpose Aboriginal Youth Centres

The objective of the program is to improve the economic, social and personal prospects of urban Aboriginal youth. The programs also aims to provide Aboriginal community-based and culturally relevant and supportive projects and

activities that address the issues and needs of urban Aboriginal youth, ages 15-24 years, living off-reserve communities with a population of 1,000 and over.

National Sport Organizations

The program provides support to national single and multi-sport organizations for their programming aimed at developing Canadian athletes, coaches and referees to promote participation in sport at all levels and to permit the most talented individuals to perform at the highest international levels. In the course of this activity, Sport Canada coordinates the efforts of the various levels of government and other agencies to ensure a seamless system of progression for athletes to advance from their earliest introduction to sport to the high performance level.

International Relations and Games/Hosting

The objective of the program is to enhance the ability of Canadian athletes to excel at the highest international levels and to improve the development of the sport system in Canada. The program includes the hosting of major games, such as Olympic or Commonwealth Games, single sport events, such as the World Athletics Championships, and the Canada Games.

Table 3.4: Source of Respendable and Non-respendable Revenue**Respendable Revenue**

Revenue Credited to the Vote (\$ millions)	Forecast Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05
<i>Cultural Development and Heritage</i>				
Museum and Heritage Services	2.5	2.5	2.5	2.5
Canadian Audio-visual Certification Office	2.0	2.0	2.0	2.0
Total Respendable Revenue	4.5	4.5	4.5	4.5

Non-respendable Revenue

Revenue Credited to the Consolidated Revenue Fund (CRF) (\$ millions)	Forecast Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05
<i>Canadian Identity</i>				
Federal-Provincial Lottery Agreement	56.7	57.0	57.0	57.0
Total Non-respendable Revenue	56.7	57.0	57.0	57.0
Total Respendable and Non-respendable Revenue	61.2	61.5	61.5	61.5

Table 3.5: Net Cost of Program for the Estimates Year

(\$ millions)	Total
Planned Spending (Budgetary and Non-budgetary Main Estimates plus adjustments)	1,098.3
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	12.4
Contribution covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	6.9
Workers' compensation coverage provided by Human Resources Development Canada	0.1
Salary and associated expenditures of legal services provided by Justice Canada	1.9
<i>Less: Respendable Revenue</i>	4.5
<i>Less: Non-respendable Revenue</i>	57.0
2002-03 Net Program Cost (Total Planned Spending)	1,058.1

Table 3.6: Loans, Investments and Advances (Non-budgetary)

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
<i>Cultural Development and Heritage</i>				
Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>	0.01	0.01	0.01	0.01
Total	0.01	0.01	0.01	0.01

Table 3.7: Portfolio Resources**Portfolio's Financial Spending Plan**

(\$ millions)	Forecast Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Department of Canadian Heritage*	1,089.0	1,093.8	951.6	895.4
Canada Council for the Arts*	154.0	149.7	149.4	124.4
Canada Museum of Science and Technology*	24.6	26.0	35.3	29.1
Canadian Broadcasting Corporation*	981.1	1,040.2	995.6	955.6
Canadian Museum of Civilization*	53.4	78.2	84.0	81.4
Canadian Museum of Nature*	26.2	26.9	33.8	35.0
Canadian Race Relations Foundation**	-	-	-	-
Canadian Radio-television and Telecommunications Commission***	9.6	7.7	5.1	5.1
National Archives of Canada	63.5	55.0	49.8	49.8
National Arts Centre*	31.0	24.8	24.8	24.8
National Battlefields Commission	10.0	8.1	8.3	8.3
National Capital Commission*	100.7	119.0	79.5	92.4
National Film Board of Canada*	65.1	61.1	61.0	61.0
National Gallery of Canada*	43.1	42.4	41.2	41.2
National Library of Canada	43.5	38.8	36.1	36.1
Parks Canada Agency*	459.2	396.9	378.6	367.3
Public Service Commission*	123.8	119.5	119.7	119.4
Status of Women Canada	21.6	23.0	23.0	23.0
Telefilm Canada*	125.6	137.1	130.1	129.6
Total Appropriations	3,425.0	3,448.2	3,206.9	3,078.9
<i>Plus: Revenue</i>	696.0	626.3	625.4	699.0
Total Resources	4,121.0	4,074.5	3,832.3	3,777.9

* These organizations will generate annual revenues.

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

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



4. Other Information

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

<i>Act to Incorporate the Jules et Paul-Emile Léger Foundation</i>	S.C. 1980-81-82-83, c. 85
<i>Broadcasting Act</i>	S.C. 1991, c. 11
<i>Canada Council Act</i>	R.S.C. 1985, c. C-2
<i>Canada Travelling Exhibitions Indemnification Act</i>	S.C. 1999, c. 29
<i>Canadian Film Development Corporation Act</i>	R.S.C. 1985, c. C-16
<i>Canadian Heritage Languages Institute Act (not in force)</i>	S.C. 1991, c. 7
<i>Canadian Multiculturalism Act</i>	R.S.C. 1985, c. 24 (4 th Supp.)
<i>Canadian Race Relations Foundation Act</i>	S.C. 1991, c. 8
<i>Canadian Radio-television and Telecommunications Commission Act</i>	R.S.C. 1985, c. C-22
<i>Cultural Property Export and Import Act</i>	R.S.C. 1985, c. C-51
<i>Department of Canadian Heritage Act</i>	S.C. 1995, c. 11
<i>Department of Transport Act (Historic Canals)</i>	R.S.C. 1985, c. T-18
<i>Dominion Water Power Act (Historic Canals and Parks Outside Yukon and the Northwest Territories)</i>	R.S.C. 1985, c. W-4
<i>Fitness and Amateur Sport Act</i>	R.S.C. 1985, c. F-25
<i>Foreign Publishers Advertising Services Act</i>	S.C. 1999, c. 23
<i>Heritage Railway Stations Protection Act</i>	R.S.C. 1985, c. 52 (4 th Supp.)
<i>Historic Sites and Monuments Act</i>	R.S.C. 1985, c. H-4

<i>Holidays Act</i>	R.S.C. 1985, c. H-5
<i>Income Tax Act (tax credits and National Arts Service Organizations)</i>	R.S.C. 1985 (5 th Supp.), as amended
<i>Investment Canada Act (Cultural Foreign Investment)</i>	R.S.C. (1985), c. 28 (1 st Supp.)
<i>Laurier House Act</i>	R.S.C. 1952, c. 163
<i>Lieutenant-Governors Superannuation Act</i>	R.S.C. 1985, c. L-8
<i>Mingan Archipelago National Park Act</i>	S.C. 1984, c. 34
<i>Museums Act</i>	S.C. 1990, c. 3
<i>National Anthem Act</i>	R.S.C. 1985, c. N-2
<i>National Archives of Canada Act</i>	R.S.C. 1985, 1 (3 rd Supp.)
<i>National Arts Centre Act</i>	R.S.C. 1985, c. N-3
<i>National Battlefields at Quebec Act</i>	S.C. 1907-08, cc. 57-58
<i>National Capital Act</i>	R.S.C. 1985, c. N-4
<i>National Film Act</i>	R.S.C. 1985, c. N-8
<i>National Flag of Canada Manufacturing Standards Act</i>	R.S.C. 1985, c. N-9
<i>National Library Act</i>	R.S.C. 1985, c. N-12
<i>National Parks Act</i>	R.S.C. 1985, c. N-14
<i>National Symbol of Canada Act</i>	R.S.C. 1985, c. N-17
<i>Official Languages Act (Part VII)</i>	R.S.C. 1985, c. 31 (4 th Supp.)
<i>Parks Canada Agency Act</i>	S.C. 1998, c. 31
<i>Public Service Employment Act (Report to Parliament)</i>	R.S.C. 1985, c. P-33
<i>Saguenay-St. Laurent Marine Park Act</i>	S.C. 1997, c. 37
<i>Salaries Act (Lieutenant-Governors)</i>	R.S.C. 1985, c. S-3
<i>Status of the Artist Act (Part 1)</i>	S.C. 1992, c. 33
<i>Trade-marks Act (Use of National Symbols)</i>	R.S.C. 1985, c. T-13
<i>Waterton Glacier International Peace Park Act</i>	S.C. 1932, c. 55

Internet Addresses

Canadian Heritage	http://www.canadianheritage.gc.ca
Minister of Canadian Heritage	http://www.canadianheritage.gc.ca/min/english.htm
Secretary of State (Multiculturalism) (Status of Women)	http://www.canadianheritage.gc.ca/sec_multi/index_e.cfm
Secretary of State (Amateur Sport)	http://www.canadianheritage.gc.ca/sec_sport/index_e.cfm
Deputy Minister	http://www.canadianheritage.gc.ca/himelfarb/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/cmc/cmce/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

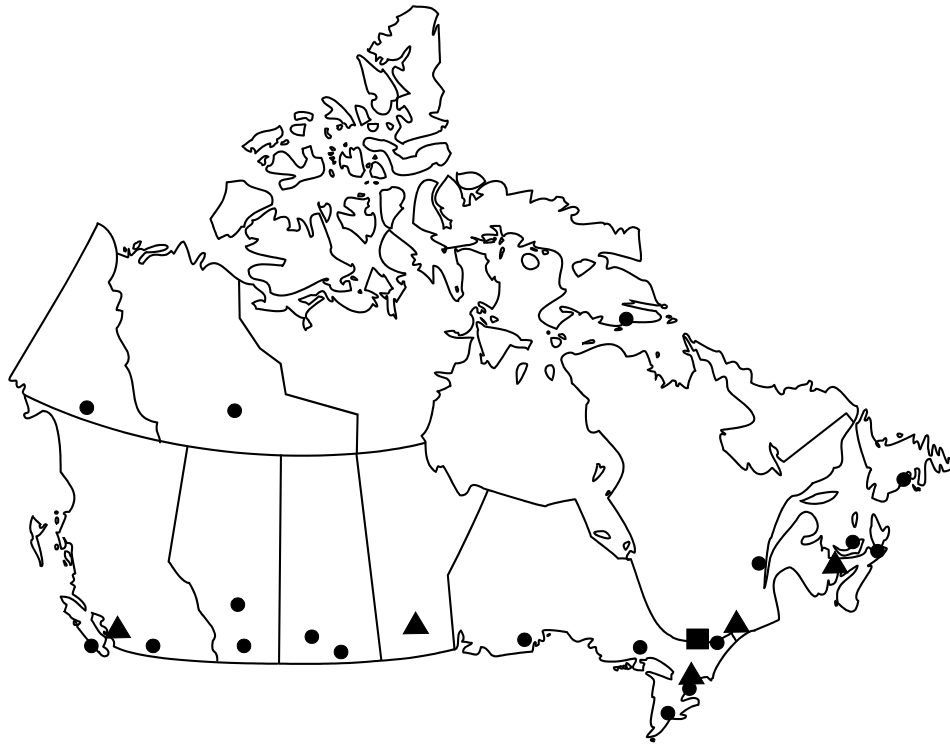
Canadian War Museum	http://www.warmuseum.ca
Historic Sites and Monuments Board	http://www.parksCanada.canadianheritage.gc.ca/hsmbc
National Archives of Canada	http://www.archives.ca
National Arts Centre	http://www.nac-cna.ca
National Battlefields Commission	http://www.ccbn-nbc.gc.ca
National Capital Commission	http://www.capcan.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.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 Culture Online	http://www.canadianheritage.gc.ca/ccop-pcpe/main_e.cfm
Canadian Film or Video Production Tax Credit	http://www.canadianheritage.gc.ca/culture/cult_ind/cavco-bcpac/fv-produce.htm
Canadian Television Fund	http://www.canadianheritage.gc.ca/culture/brdcstng/ctf-fct/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
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/index.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.canadianheritage.gc.ca/francophonie2001
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
Human Rights	http://www.canadianheritage.gc.ca/ddp-hrd
International Working Group on Women and Sport	http://www.iwg.gti.org

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
Young Canada Works	http://www.canadianheritage.gc.ca/ycw-jct
Youth Cyberstation	http://www.canadianheritage.gc.ca/cyberstation
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

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5. Index

Aboriginal Friendship Centre Program	29,42
Aboriginal languages	29
Aboriginal Representative Organizations Program	29
Aboriginal Women's Program	29
Access to arts and heritage experiences	21
Action Plan on Language of Work	32
Arts Presentation Canada Program	41
Assistance to cultural exporters	16
Athlete Assistance Program	39
Book Publishing Industry Development Program	39
Building capacity in the heritage community	14
Canada 2004-08	19
Canada Magazine Fund	39
Canada Music Fund	16,40
Canada New Media Fund	40
Canada Volunteerism Initiative	28
Canada-community agreements	24
Canadian Arts and Heritage Sustainability Program	20,38
Canadian book industry	15
Canadian cultural industries	15
Canadian Culture Online	17,41
Canadian Heritage Portfolio	1
Canadian Internet Cultural Content Strategy	41
Canadian shared citizenship	28
Canadian Sport Policy	23
Canadian Television Fund	41
Centre of Expertise for Grants and Contributions	31
Community Partnerships Program	28
Copyright reform	21
Cultural Initiatives Program	39
Cultural Portal	32

Cultural Spaces Canada Program	41
Departmental assessment	30
Enhanced monitoring	30
Enhanced Portfolio collaboration	32
Enhanced risk management	31
Exchanges Canada	26,42
Federal-Provincial/Territorial Action Plan for Sport	23
Federal-Provincial/Territorial Strategic Framework	27
Fitness and Amateur Sport Act	22
Government On-Line	31
Heritage policy framework for Canada	14
Historic Places Initiative	14
Human Rights Program	29
Integrated planning and reporting	30
Integrated Portfolio perspective	22,26
International cultural diversity agenda	26
International Relations and Games/Hosting	43
La Francophonie	26
Legislative renewal	8
Links between communities, artists and creators	18
Mission	4
Modern comptrollership	9
Multiculturalism Program	25,39
Museums Assistance Program	21,38
National Arts Training Contribution Program	40
National Conference on Aboriginal Artistic Expression	23
National Sport Organizations	43
New International Instrument on Cultural Diversity	26
Northern Native Broadcast Access Program	18,42
Official Languages in Education Program	27,42
Olympic and Paralympic Games	18
Our public outreach	9
Outreach for cultural understanding	25
Policy frameworks	8
Program renewal	8,30
Promotion of Official Languages	38,42
Publications Assistance Program	17,38
Radio Canada International	40
Representative and effective workplace	32
Service Improvement Initiative	31
Strategic objectives	4
Study of the Canadian broadcasting system	22
Sustainable Development Strategy	33

Tomorrow Starts Today	14
Trade Routes	16
Urban Multipurpose Aboriginal Youth Centre Initiative	29,42
Virtual Museum of Canada	21
Youth engagement in creative expression	23