



Canadian Heritage



For the
period ending
March 31, 1997



Improved Reporting to Parliament —
Pilot Document

Canada

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

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Comments or questions can be directed to the TBS Internet site or to:

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Canadian Heritage



Performance Report

**For the
period ending
March 31, 1997**

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

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Executive Summary

This Performance Report describes the outcomes achieved in 1996-1997 as the Department of Canadian Heritage worked with Canadians to invest in Canada's heritage for future generations and build a society where all can appreciate the country's natural and historic riches, express themselves creatively and work together productively toward a common future.

The document outlines the Department's mandate and objectives, reiterates the commitments made to Parliament in the 1996 Treasury Board President's Report and accounts departmentally for the results that were achieved with available resources. Financial summary tables show actual versus planned expenditures.

The Department helped artistic creators to learn, produce and profit from their works. It gave Canadians access, both as producers and users, to a broadcasting system that supports economic and social goals, and it helped them to adapt to new technology. Canadian Heritage strengthened capacity and product availability in the publishing, film/video and sound recording industries, and balanced the rights of creators and the needs of users in amendments to the *Copyright Act*. As well, the Department supported Canadian museums in augmenting their collections and broadening their audiences.

The Department raised the profile of historic events and annual celebrations that Canadians can share, and gave youth and off-reserve Aboriginal people opportunities to participate productively in Canadian society. Working increasingly with the corporate sector, it encouraged understanding among and full participation of Canadians, as well as a shared appreciation of key events that shaped this country. Canadian Heritage supported the viability of official-language minority communities and contributed to increased bilingualism among Canada's youth. With increased participation from the private sector, the Department helped to give Canadians world-class sporting performances to enjoy and take pride in.

Canadian Heritage also focussed on providing the best possible service to visitors in national parks, historic sites and historic canals; establishing new parks; and protecting Canada's ecological and historic heritage.

Section I: Message from the Minister

Canadians expect their Government to contribute to Canada's prosperity and social well-being, and to demonstrate concretely how it accomplishes these goals. That is why I am pleased to submit the first Performance Report of the Department of Canadian Heritage.

The mission of the Department of Canadian Heritage is to strengthen and celebrate our country by enhancing pride in Canada, by contributing to its economic growth and prosperity, by protecting its heritage, by ensuring access to its voices and spaces, and by encouraging participation in, and contribution to, Canadian society.

In the past year, our department has worked hard in pursuit of our mission and I believe, as this Report shows, we have made considerable progress.

A modernized *Copyright Act* ensures that Canadian performers, producers and creators receive remuneration for the use and private copying of their sound recordings.

The new Canada Television and Cable Production Fund encourages the development of quality Canadian films and videos.

Additional funding for Canadian publishers means that more Canadian consumers will have access to more Canadian-authored books.

Funding for Radio Canada International guarantees the availability of Canadian news around the globe.

A new rating system for violence in television programming gives vital information to Canadian parents.

The Athletes Assistance Program provided financial support to more than 1,100 national and international level athletes.

The Young Canada Works Program helped create thousands of jobs for young Canadians. Cross-country exchanges helped thousands more young people learn more about Canada, our culture, our linguistic duality and our multicultural nature.

More than 60,000 square kilometres -- an area larger than Switzerland -- were set aside for the creation of Canadian parks. Two new national parks were established. Strong action was taken to protect the extraordinary beauty and environment of Banff National Park.

All of these initiatives were achieved in cooperation with a variety of partners for the benefit of a strong, cohesive and vibrant Canada. It is up to all of us, individually and collectively, to nurture and to take pride in our country. I look forward to continuing our work together to strengthen Canada for the 21st century.

Section II: Departmental Overview

Mandate, Roles and Responsibilities

Bill C-53, an Act to Establish the Department of Canadian Heritage, was proclaimed on July 12, 1996. The legislation sets out the important role that the Department plays in Canadian society, relating to Canadian identity and values, cultural development, heritage, and areas of natural historical significance.

The responsibilities of the Department of Canadian Heritage include:

- managing programs relating to national parks, national marine conservation areas, national historic sites, historic canals, heritage railway stations, heritage rivers and federal heritage buildings;
- developing Canadian cultural affairs and broadcasting policy; assisting cultural industries, and arts and heritage organizations; and encouraging the creation, production, distribution and consumption, and preservation of cultural and heritage products and services;
- managing programs and initiatives related to the multicultural character of Canadian society;
- encouraging and developing sport;
- fostering our collective sense of self and promoting the civic participation of all members of Canadian society;
- advancing the equality of status and use of the official languages, and supporting the development of official-language minority communities; and
- serving as the central point of reference for human rights in Canada.

The Department of Canadian Heritage works with Canadians to strengthen their shared sense of identity while respecting the diversity of Canada's land and people. This is reinforced through the understanding and celebration of excellence; the protection of Canada's natural and cultural heritage, and the maintenance of its integrity, and creative and physical expression; the commemoration of the past; the celebration of contemporary achievement; and an enhanced awareness of the country's values and symbols.

The Department promotes, and works to eliminate barriers to, participation of all citizens, individually or collectively, in the social, political, cultural, environmental and sports life of the country. It pursues initiatives that balance individual and collective rights and responsibilities, in a way that promotes community self-reliance and individual fulfilment,

and creates opportunity for all Canadians.

The Department promotes Canadian creativity and achievement through a series of activities and initiatives that showcase and strengthen cultural, artistic, sport, commemorative and ecological endeavour. It promotes awareness of these sectors as knowledge-based contributions to an advanced, globally competitive economy.

The Department is committed to developing greater flexibility and initiative in the way it communicates with Canadians, consults with them concerning their needs and priorities, and delivers its services.

Departmental Priorities for 1996-97

Given the many fields of activity and the diversity of the actions taken in the various sectors of society, the Department works with Canadians to shape and give expression to a society that respects its people, its land and its heritage. Priorities for the year included:

- developing performance criteria; and tabling a first report to Parliament on the participation of federal institutions in the implementation of the Government's commitment to enhancing the vitality of the English and French linguistic-minority communities, and to fostering full recognition and use of both English and French in Canadian society;
- initiating the development of a Business Plan for Sport in Canada, in collaboration with the provinces and territories and other key sport stakeholders, and establishing an advisory committee to the Minister on corporate support for sport;
- strengthening a shared sense of Canadian identity and values, and support for greater participation of all Canadians in the social, political, economic and cultural spheres of Canadian society;
- refocusing activities related to Canadian identity, citizens' participation and multiculturalism to respond to publicly identified priorities of promoting integration, access to institutions, intergroup understanding and mutual respect, and informed civic-mindedness;
- positioning departmental programs to work with Aboriginal citizens in addressing recommendations of the Royal Commission on Aboriginal Peoples and implementing the Government's Aboriginal agenda;
- reviewing and updating national cultural programs and policies, to more effectively encourage the development of Canadian cultural expression and the availability of Canadian content in broadcasting, publishing, films, sound recordings, multimedia, and other cultural and heritage products and services;
- Adapting to the impact of changing technologies by promoting the development of a diversity of choice of Canadian content, and ensuring the continued presence of a healthy space for Canadian voices to be heard in emerging media such as the Information Highway, digital and wireless broadcasting services, electronic publishing and multimedia production;
- encouraging partnerships and new approaches to revenue generation and fiscal stability for cultural and heritage institutions to foster artistic expression, and help Canadians preserve and share the natural and human treasures of their history;

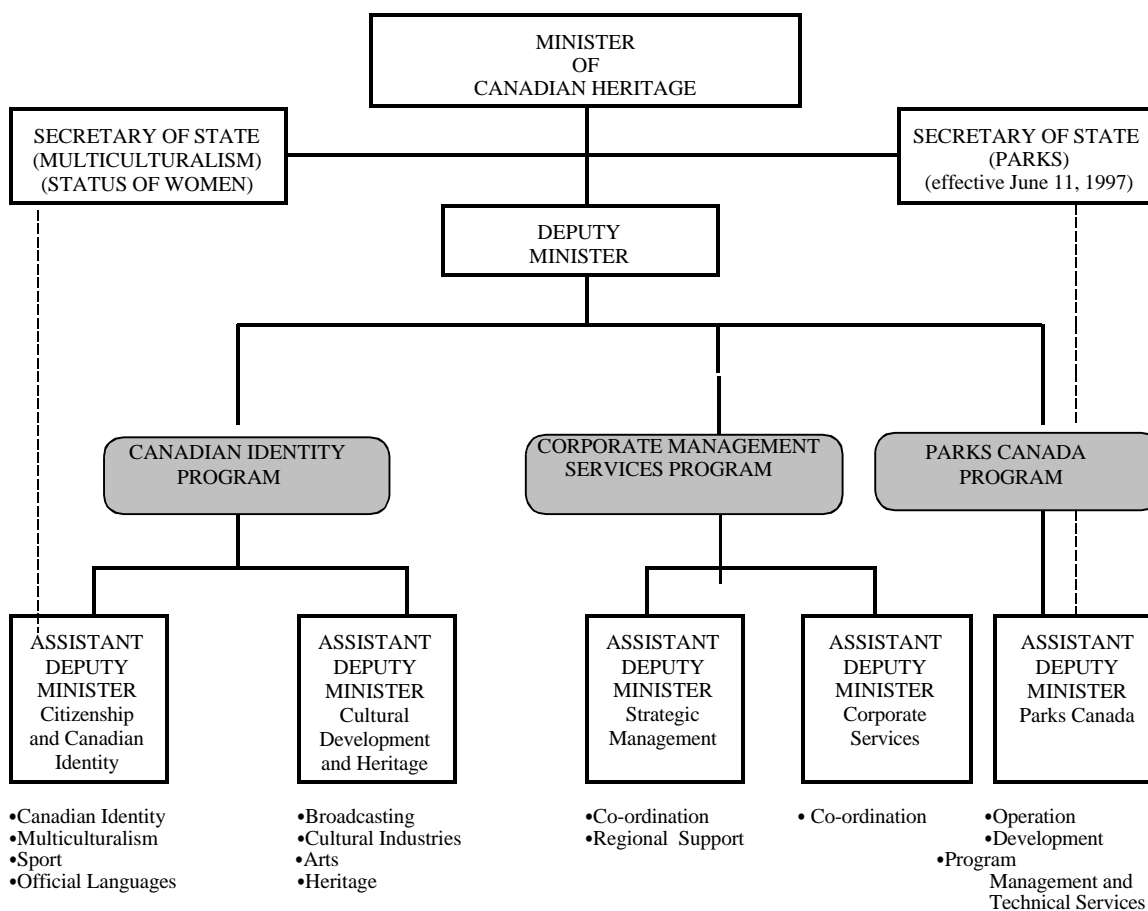
- applying a business-oriented approach to existing programs of protecting and presenting Canada's natural and cultural heritage, and working toward completing park and historic site systems;
- implementing the Heritage Tourism Program through increased industry co-operation, joint communication and promotion, resulting in a greater departmental role in tourism and an enhanced tourism experience; and
- providing strategic and timely information and advice, relevant and effective communications, and efficient corporate services to ensure the successful implementation of Program Review throughout the Department.

Departmental Organization and Programs

The Department manages three programs:

- *Canadian Identity Program*: develops and promotes understanding of policies and manages programs aimed at encouraging all citizens to participate individually and collectively in the economic, social, political, cultural and sports life of this country, and at eliminating obstacles to such participation while facilitating the expression of pride in Canada.
- *Parks Canada Program*: commemorates, protects and presents places that are nationally significant examples of Canada's cultural and natural heritage in ways that encourage understanding, appreciation and enjoyment by present and future generations. It is responsible for programs relating to national parks, national marine conservation areas, national historic sites (including historic canals), heritage railway stations, Canadian heritage rivers, federal heritage buildings and world heritage sites.
- *Corporate Management Services Program*: develops the Department's orientation and strategies, carries out short- and long-term planning, and offers advice regarding issues relating to the portfolio as a whole; provides legal services, administrative support, audit and evaluation, communications, information, financial and human resources services to the regional offices and to headquarters. It also co-ordinates federal-provincial and international relations, and manages the international expositions program.

Department of Canadian Heritage



Link Between the Program Structure and the Organization

The above organization chart shows both the program structure and the associated responsibility structure. Assistant deputy ministers are accountable for the integrity of programs and for compliance of sectoral administration with general management policies. They report to the Deputy Minister.

Two assistant deputy ministers administer the Canadian Identity Program. The Assistant Deputy Minister, Citizenship and Canadian Identity, is responsible for the Participation and Official-language Support activities, while the other is responsible for the Cultural Development and Heritage activity. Five regional executive directors deliver these services in the regions.

The Assistant Deputy Minister, Parks Canada, administers the Parks Canada Program. Two regional directors general are responsible for its implementation in the regions.

The Assistant Deputy Minister, Corporate Services, and the Assistant Deputy Minister, Strategic Management, administer the Corporate Management Services Program. Regional executive directors report to the Assistant Deputy Minister, Strategic Management, and have responsibility for the provision of administrative support service in the regions.

Section III: Departmental Performance
A. Performance Expectations

Department of Canadian Heritage	
To provide Canadians with:	To be demonstrated by:
Enhanced Pride in Canada	<ul style="list-style-type: none"> • Increased recognition by Canadians of key events that shaped Canada • Increased opportunities to learn more about Canada and Canadians • Strengthened ability of cultural industries to create, produce, distribute and market Canadian products • Enhanced opportunities for Canadians to appreciate linguistic duality • Promotion of excellence and celebration of achievement in sport • New sources of investment to ensure more effective support of Canadian athletic excellence
Economic Growth and Prosperity	<ul style="list-style-type: none"> • Increased opportunities for young Canadians to acquire work experience and learn more about their country • Promotion of a sustainable competitive environment for Canadian broadcasting and telecommunications industries addressing convergence issues • Opportunities to enjoy Canada's heritage areas • Strengthened capacity to manage, establish and protect existing and new heritage resources through innovative modes of operation
Protection of Canada's Heritage	<ul style="list-style-type: none"> • New national parks and national historic sites and related protected areas • Protection and presentation of nationally significant natural and cultural heritage • Innovation and co-operation in the preservation, promotion and management of national collections
Access to Canadian Voices and Canadian Spaces	<ul style="list-style-type: none"> • Promotion of quality Canadian content and provision of Canadian choices and voices in broadcasting and on the information highway • Modernized copyright legislation • Long-term financial stability and increased autonomy of arts organizations • New audiences and opportunities for Canadian arts and cultural organizations • New audiences, markets and approaches to the enjoyment and use of heritage collections
Participation in and Contribution to Canadian Society	<ul style="list-style-type: none"> • Integrated community action, public understanding and institutional response based on identity, civic participation and social justice • Enhanced capacity of both official-language communities to contribute fully to Canadian society • Increased participation in sport and sport-related activities as a key element in social development and nation-building • Increased emphasis on the role of the broadcasting system in reinforcing the social goals and needs of Canadians
A More Responsive Government	<ul style="list-style-type: none"> • Improved program delivery • Strategic management of information and resources

Source: Annual Report to Parliament by the President of the Treasury Board, 1996. Annex B.

Issues/Challenges

During 1996-97, the Department of Canadian Heritage addressed and continues to address a number of evolving issues. These include:

- the demand by the people of Canada and their Parliament for fiscal and program accountability, and for increased consultation;
- the resultant need to reallocate resources, rethink roles and modernize legislation, regulations and funding mechanisms;
- the need for better information on which to make decisions as to the focus and scope of Government programs;
- the pressure faced by client groups to obtain alternative funding;
- the need to enter into new partnerships with other jurisdictions and with third parties, to assist in the delivery of programs and services;
- international pressures for trade liberalization;
- an increasingly diverse population characterized by its linguistic duality, ethnocultural diversity and the unique place of Aboriginal peoples;
- burgeoning technological advances;
- an increasing recognition of the business and trade value of Canada's cultural diversity;
- the need to nurture the excellence of artists and other creators, and to ensure that cultural content is available in both official languages;
- the importance of the Government's role in ensuring that Francophones and Anglophones can be educated in their mother tongue, that demand for second-language instruction is met, and that official-language minority communities thrive;
- the need to establish new parks and sites, and to continue to protect natural and cultural resources; and
- the challenge of encouraging international excellence in sport through partners who are also facing funding pressures.

B. Performance Accomplishments

This section highlights, by program and activity, selected key accomplishments against performance expectations.

CANADIAN IDENTITY PROGRAM

Objective

To foster the development of a strong sense of Canadian identity based on shared values and goals to strengthen the foundations upon which Canada can grow and prosper.

PARTICIPATION ACTIVITY

Activity Description

This activity is responsible for the delivery of the Citizens' Participation and Multiculturalism (which includes Canadian Identity), and Sport programs.

Canadian Identity

Clients/Users/Beneficiaries

- All Canadians, especially Canadian youth, national voluntary organizations, non-government organizations, private-sector companies, provincial and territorial governments, educational institutions, professional associations, human rights experts and national institutions.
- Aboriginal peoples not resident on reserves in Canada for certain programs.

Contributing to:

Enhanced Pride in Canada

Increased recognition by Canadians of key events which shaped Canada and increased opportunities to learn more about Canada and Canadians

- A series of complementary initiatives were organized to give Canadians an opportunity to showcase and express their pride in Canada and their love of country: Canada—Take it to Heart (including National Flag of Canada Day); “Celebrate Canada” (National Aboriginal Day, Saint-Jean-Baptiste Day, Canada Day); Canada Day Poster Challenge; and One-in-a-million Flag Challenge.
- Special events, partnerships and project funding were provided for the development of initiatives to raise Canadians’ recognition of important historic events (for example, the *With Flying Colours/Haut en couleurs* educational kit, and the Charles R. Bronfman Foundation’s *Heritage Minutes* series).

Contributing to:
Economic Growth and Prosperity
*Increased opportunities for young
 Canadians to acquire work experience
 and learn more about their country*

A young Aboriginal woman hired as a summer student by an Aboriginal Friendship Centre in Alberta under the Young Canada Works Program stated that it was "the best learning experience (she) ever had," and that it had enabled her "to work on the Internet, which gave (her) worldwide knowledge" and has encouraged her to "continue to volunteer throughout the year."

- Youth Link, an interactive program linking students across Canada via the Internet was launched.
- The National Association of Friendship Centres administered \$1.5 million under the Young Canada Works for Urban Aboriginal Youth Program to create 375 summer jobs, which was 50 percent more than the 250 jobs anticipated. Approximately 7,000 Canadian youth participated in exchanges through the Open House Canada program.
- The Laurier Youth Forum was held in June 1996 to bring Canadian men and women committed to serving the community together with Officers of the Order of Canada.
- Canadian youth won two awards from the Commonwealth Youth Forum, which is the maximum number that any country can win and is the best result Canada has ever achieved.

Multiculturalism

Clients/Users/Beneficiaries

- Federal Government (to integrate diversity issues across departments and agencies)
- Ethnocultural organizations
- Immigrant-serving agencies
- Private and voluntary organizations across sectors (e.g. business, culture, academic, service providers, etc.)
- Canadian public

Contributing to:
Participation in and Contribution to
Canadian Society: *Integrated community action, public understanding and institutional response based on identity, civic participation and social justice*

“On behalf of the Canadian Race Relations Foundation Board of Directors, I commend you for focusing on schools in your Department’s March 21 campaign. It resonates well with the thinking of our board: it is crucial to reach our youth and educate them about the importance of eliminating racial discrimination, while their minds are open and inquisitive.”

Moy Tam, Executive Director of the Canadian Race Relations Foundation

- A major outcome of the Multiculturalism Program for 1996-97 was the completion of a comprehensive program review and the announcement, in October 1996, of the renewed Program by the Secretary of State. The public launching and issuance of a new *Program Guidelines* document followed in April 1997.
- The renewal of the Program, which involved multiple lines of evidence and discussion with more than 180 stakeholder groups, situates the Program and maintains traditional ties with ethnocultural and multicultural organizations. At the same time it strengthens linkages with other stakeholders, and public and private institutions that promote the full participation of cultural-minority communities in the social, economic, cultural and political life of the country.

- The increase of corporate partnerships in this mix is also a successful outcome of the Program's work in 1996-97. For example, the focus on the engagement of youth in the March 21 Campaign (commemorating the United Nations' International Day for the Elimination of Racial Discrimination) helped to leverage corporate support from, among others, the Royal Bank, Panasonic, Benetton and Sympatico.

Sport

Clients/Users/Beneficiaries

- Athletes, coaches and officials
- National sport organizations (including organizations for athletes with a disability)
- Multisport/service organizations (for example, Canadian Olympic Association, Canadian Centre for Drug-free Sport, Coaching Association of Canada)
- Multisport development centres
- Provincial and territorial governments
- Universities
- Canadian public

Contributing to:
Enhanced Pride in Canada:
Promotion of excellence and celebration of achievement in sport

Seventy-three percent of Canadians reported that seeing Canada's top athletes perform well at the Olympics was important to their sense of belonging to Canada. (Ekos, Rethinking Government Project, 1996)

A quarter of Canadians who donated to charitable organizations reported giving to sport and recreation organizations. This is almost double the 1995 figure. (Goldfarb Consultants, Goldfarb Report, 1996)

- There was heightened interest in Canadian athletes and sport due to Canada's participation in the 1996 Olympic Summer Games (Atlanta), the Paralympic Games (Atlanta) and the Special Olympic Winter Games (Toronto).

- Over 3.4 million Canadians watched Donovan Bailey win the 100-metre race. The total reach (ages 2+) for the CBC coverage of the Olympic Games was 23.3 million.
- Canadian athletes achieved a best-ever (non-boycotted) Summer Olympic Games performance by winning 22 medals. Summer Paralympic athletes won 69 medals.

Contributing to:

New sources of investment to ensure more effective support of Canadian athletic excellence

- The Corporate Advisory Committee continued its work to develop strategies to enhance the corporate community's financial support of sport.
- Funding for winter-sport development was included in Sport Canada's base budget.
- A review of sport services resulted in the creation of a high-performance sport action-planning process, a national sport centres' co-ordinating committee and other recommendations.
- A transparent and coherent system regulating the distribution of federal support to sport, namely the Sport Funding and Accountability Framework, was fully implemented.
- The input of Canadians to the future of sport in Canada was ensured through the Minister's meeting on Amateur Sport.

Contributing to:

Participation in and Contribution to Canadian Society

Increased participation in sport and sport-related activities as a key element in social development and nation-building

Thousands of Canadians, young and old, sent letters, poems, cartoons and faxes of support to our Canadian athletes, and celebrated their performances at the Atlanta Olympic and Paralympic Games.

“You are the reason I am proud to be a Canadian. Watching you has been inspiring.”

- Canadian role models emerged from the recent games (Marnie McBean, Annie Pelletier, Kathleen Heddle, Donovan Bailey and the 400-metre men’s relay team, and Walter Wu for the Paralympics).

Canadian athletes have become strong emerging symbols of Canadian identity and attachment (Environics, Focus Canada, 1996). Athletes were ranked as the third most important influence (to a sense of belonging to Canada) after feeling safe and national parks. (Ekos, Rethinking Government Project, 1996)

- The Domestic Sport Program Pilot was initiated to support national sport organizations (NSOs) that have a broad participation base and significant participation by youth, and have met the eligibility requirements for federal funding, but have not received a sufficiently high score to be funded through the Sport Funding and Accountability Framework.
- The Department was instrumental in the formation of the Sport Anti-harassment Collective.
- As part of the minimum expectations of the accountability agreements with NSOs, each funded NSO developed a harassment policy and a gender-equity policy, and each developed ways to enhance gender equity in its organization.

OFFICIAL-LANGUAGES SUPPORT ACTIVITY

Activity Description

This activity delivers the Official Languages in Education program and the Promotion of Official Languages program in three activity components: Intergovernmental Co-operation, Support to Linguistic Communities, and Promotion and Dialogue.

Clients/Users/Beneficiaries

Intergovernmental Co-operation

- All provincial-territorial governments for official-language minority communities education, and instruction and second-language instruction and minority language services in areas other than education
- Eight provinces that signed agreements to implement Francophone school governance or to develop French post-secondary education institutions
- The ten provinces and the territories for services other than education

Support to Linguistic Communities

- French-speaking people from outside Quebec and the English-speaking communities in Quebec
- Associations representing official-language minority communities
- Government institutions to implement Sections 41 and 42 of the *Official Languages Act*

Promotion and Dialogue

- Majority organizations (voluntary associations)
- Youth participating in national exchange programs

Contributing to:
Enhanced Pride in Canada:
Enhanced opportunities for Canadians to appreciate linguistic duality

The proportion of individuals between 15 and 25 years of age who are bilingual has risen from 16 to 23 percent in only ten years. Today's generation of youth is already the most bilingual in our history. Moreover, according to a recent poll published by Environics, three-quarters of Canadians want their children to learn both of Canada's official languages.

- There was increased co-operation among all levels of government, as evidenced by the signing of a federal-provincial-territorial protocol on official languages in education, providing more Canadians with the opportunity to learn their second language and appreciate/value Canada's linguistic duality.

- The benefits of bilingualism are being further communicated through increased promotion activities in collaboration with other programs and non-government partners.

According to the Goldfarb Report (Goldfarb Consultants, 1997): 66 percent of Canadians agree that Canada is a bilingual society; 74.9 percent of Canadians agree that having two official languages makes Canada more culturally different from the United States; and 69.9 percent of Canadians agree that Canadian schools should place more emphasis on teaching second languages.

Contributing to:
Participation in and Contribution to
Canadian Society:
Enhanced capacity of official-language communities to contribute fully to Canadian society

- Minority-language organizations are diversifying their funding base to lessen their dependence on Government support and are developing partnerships with other Government departments through actions initiated under Articles 41 and 42 of the *Official Languages Act*.
- Young Canadians realize job opportunities through the Young Canada Works Program, and use their second language, thus increasing their appreciation of both Canada and the benefits of linguistic duality.

“This project [Young Canada Works in Both Official Languages] will have enabled more than 1,000 young, bilingual graduates to take part in their first work experience in another part of Canada. Having spoken to many participants, I can assure you that it was a worthwhile experience for all involved, without exception. Several participants even found their first permanent jobs as a result of the program.”

Mona Fortier, Chair of the *Fédération de la jeunesse canadienne-française*, Ottawa, Ontario

- Provincial and territorial governments recognized official-language communities as assets and contributors to Canadian prosperity and unity, as exemplified by their taking part in the organization of the first “Forum des gens d’affaires et des élus municipaux francophones du Canada” (Beauce, November 1996).

“Minority-language communities represent a powerful economic force. For example, 348 Francophone savings, producers’ and consumers’ co-operatives outside of Quebec with some 660,000 members account for \$3.9 billion in revenue and \$327 million in investment.”

The Honourable Sheila Copps, in her presentation to the Standing Committee on Official Languages, November 1996.

CULTURAL DEVELOPMENT AND HERITAGE ACTIVITY

Activity Description

This activity includes the design of policy and programs related to broadcasting; film and video; sound recording; multimedia; publishing and copyright; cultural heritage; and the performing, literary and visual arts. Under this activity, support to cultural industries and heritage organizations with international, national and interprovincial impact is provided through departmental programs. The activity also includes policy responsibility for cultural agencies in the Minister’s portfolio.

Broadcasting

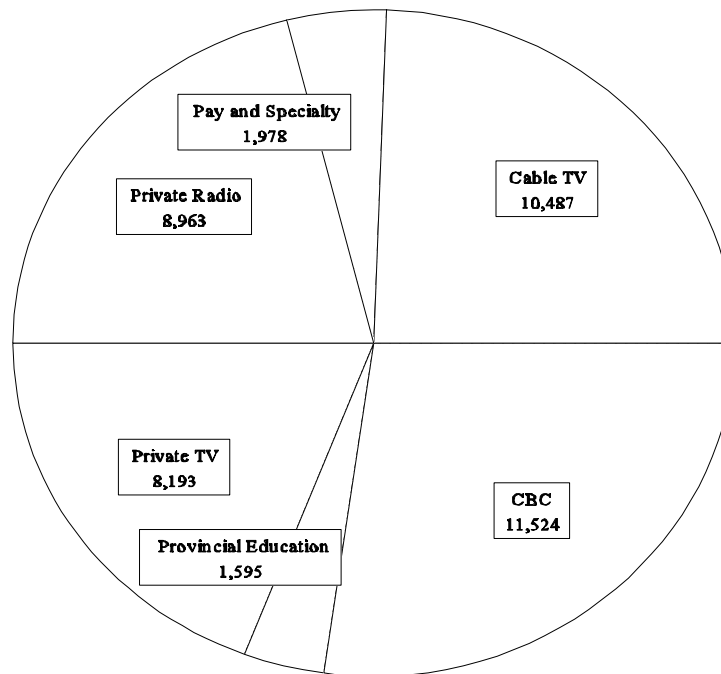
Clients/Users/Beneficiaries

- Private and public broadcasters
- Canadian consumers
- Canadian and international audiences

Contributing to:
Economic Growth and Prosperity:
Promotion of a sustainable competitive environment for Canadian broadcasting and telecommunications industries addressing convergence issues

Contribution of Broadcasting to the Canadian Economy

1995 Direct Employment (42,740)



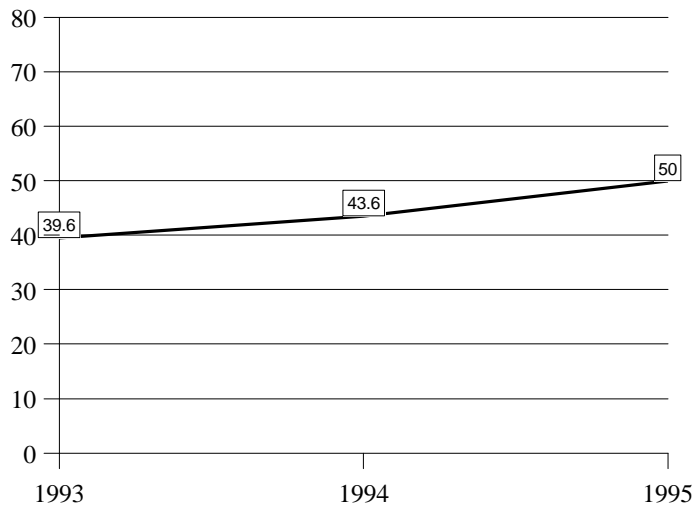
Source:
Statistics
Canada and the
CRTC

A strong public and private Canadian broadcasting system was assured through the creation of the \$200-million Canada Television and Cable Production Fund, announced in September 1996. This fund amalgamated existing funding programs and supervisory bodies to develop quality programming for Canadian television. The CBC can access up to 50 percent of the Fund in partnership with Canadian independent producers.

- The Government has provided an additional \$10 million annually for CBC English and French radio, as of April 1997, and has further committed itself to stable funding for the CBC at a minimum of \$822 million annually, beginning in April 1998. Radio Canada International has also been guaranteed stable funding of \$15.52 million, beginning in 1998-99.

Contributing to:
Access to Canadian Voices and Canadian Spaces: *Promotion of quality Canadian content and provision of Canadian choices and voices in broadcasting and on the information highway*

Increase in Cable Television Choice

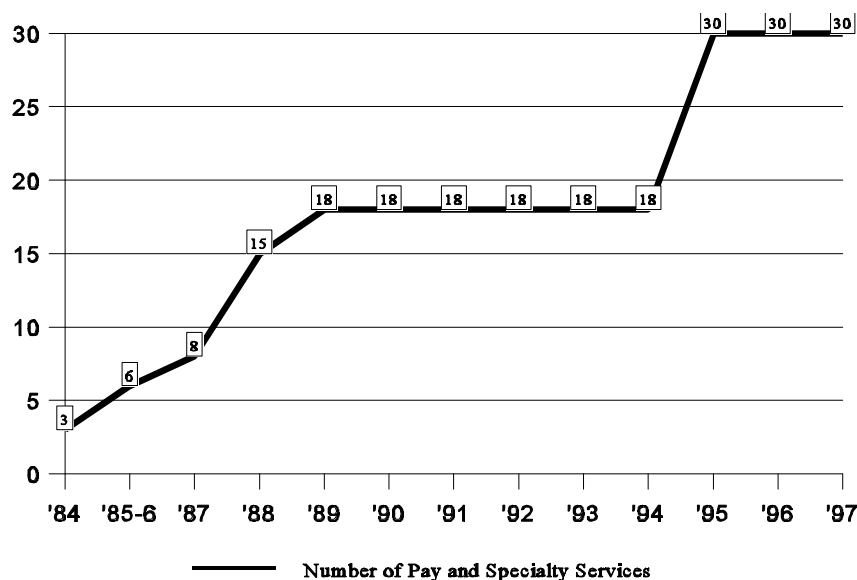


— Average Number of Cable Channels

Source: Statistics Canada

- Through responses to appeals, the Government ensures that Canadian consumers have access to an interesting range of Canadian programming choices and that Canadian broadcasting undertakings continue to contribute to the attainment of the policy objectives set out in the *Broadcasting Act*.

Increase in Pay and Specialty Choice



- Through the use of digital technology, Canadians will soon receive interference-free radio reception, as well as clear television reception. This technology guarantees that Canadian broadcasters and TV producers remain competitive, and that Canadians will have the choice of high quality, Canadian digital programs in the converging digital universe.
- Ministerially-appointed task forces, created to introduce Canadians to a digital era, provided recommendations to both industry and Government to ensure high-quality Canadian programming, and to encourage the broadcasting system to reinforce Canadian choices and voices.
- As part of the Government’s media violence strategy, Canada developed, in consultation with the television industry in the United States, a simple, parent-friendly rating system for violence in television programming, which will be compatible with the Canadian-designed V-chip technology and harmonized with the U.S. television-classification system.
- A media-violence site was developed as part of the Media Awareness Network web site to provide a history/chronology of both Government and industry initiatives on the issue of media violence.
- Convergence policy has set the framework so that Canadians can fully participate in the world of digital technology. A policy statement guides the telecommunications and broadcasting industries as they gear up to competition; assists the regulator, as it establishes rules and regulations in the converged era; and favours Canadian

consumers, as they are assured a predominance of Canadian content on their screens.

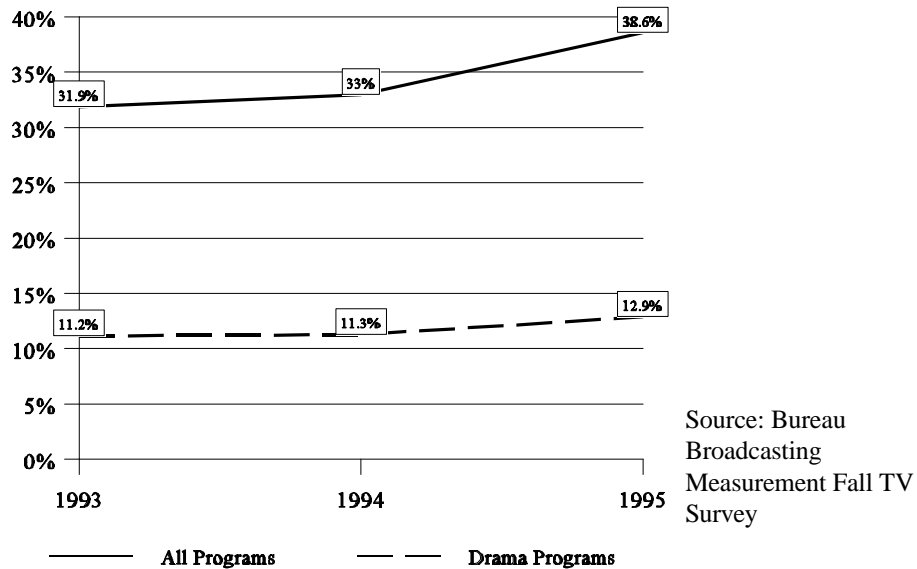
- The first ever media-literacy vignette, demonstrating the power of Canadian television as a meaningful teaching tool for children, was produced in partnership with the Concerned Children’s Advertisers (CCA). It helps children four to eight years old to understand how the media works and how to counter its negative effects.

**Contributing to:
Participation in and Contribution to
Canadian Society:
*Increased emphasis on the role of the
broadcasting system in reinforcing the
social goals and needs of Canadians***

- The “Violence - You Can Make a Difference” public-service announcement campaign and supportive print materials, carried out in partnership with the Canadian Association of Broadcasters (CAB), was aimed at changing the behaviour of both the victims and the perpetrators of violence, and the general public. It has raised awareness and motivated people to become involved and take an active role in dealing with violence in their community.
- Distinctly Canadian radio and television programming has been created to encourage investment in Canada; to enhance the capacity to produce and distribute domestic television programming; and to further exports.

Increase in Canadian Content

Canadian Television Programs as a Percentage of Available Programs



- Aboriginal broadcasters have increased their exposure on mainstream Canadian airwaves and, consequently, have created a climate for greater self-sufficiency. The Canadian Television and Cable Production Fund supports eligible Aboriginal productions.

Cultural Industries

Clients/Users/Beneficiaries

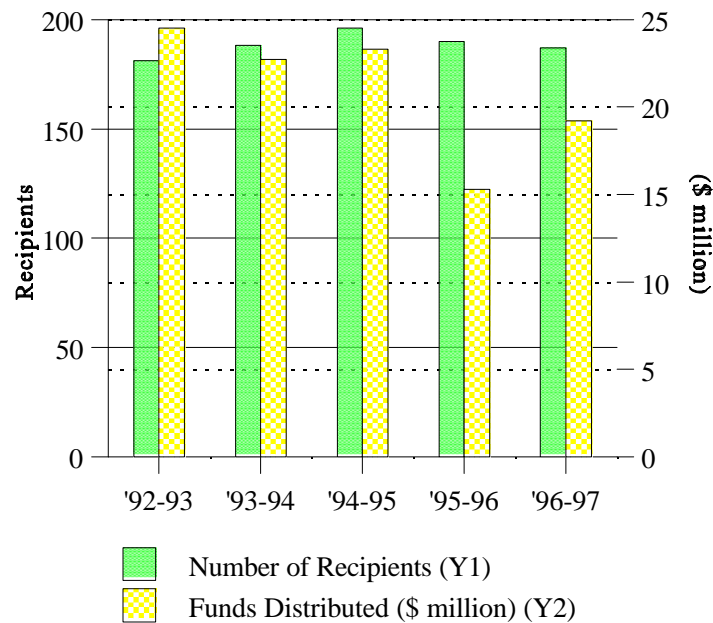
- Periodical and book publishers
- Film, video and sound recording, creators, producers and distributors
- Multimedia producers and creators' groups as a whole in the arts, music, audio-visual and publishing fields
- Canadian and international audiences

Contributing to:
Enhanced Pride in Canada: *Strengthened ability of cultural industries to create, produce, distribute and market Canadian products*

The writing and publishing sector in Canada is vitally important in telling us, through internationally celebrated writers such as Michel Tremblay, Margaret Atwood, Anne Hébert, Michael Ondaatje and Anne Michaels, about ourselves, and about Canadian places, events and issues, and in putting a Canadian perspective on what happens beyond our borders.

- Additional funding was provided to the Book Publishing Industry Development Program to stabilize funding levels for publishers and to provide Canadian consumers with access to more Canadian-authored books.

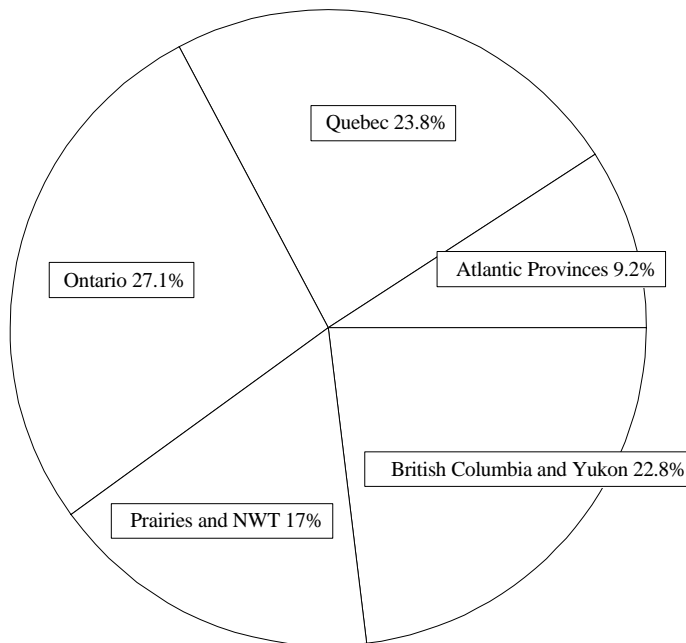
Book Publishing Industry Development Program



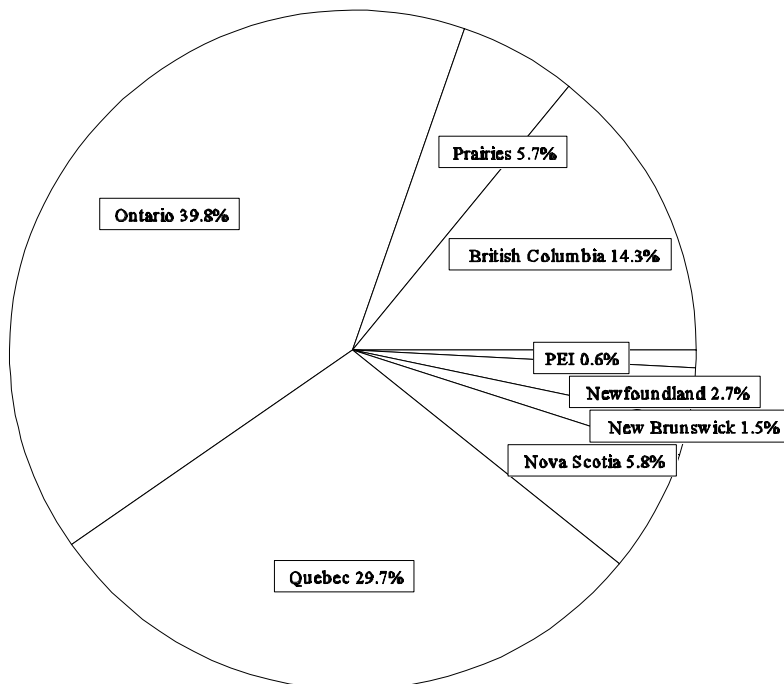
- The creation of the Canada Television and Cable Production Fund (CTCPF) has resulted in increased funding for quality Canadian television programs in the essential categories of drama, children’s shows, documentaries and performing arts. In combination with the Canadian film- or video-production tax credit, the CTCPF has encouraged a solid body of attractive Canadian films and videos.
- The maintenance of Canada’s film-distribution policy in the context of Polygram’s establishment of a new business helped to strengthen the position of Canadian distributors in the Canadian film and video market.
- Increased funding for the Sound Recording Development Program will strengthen the capacity of the sound recording industry to distribute and market Canadian sound recordings.

Cultural Industries Development Fund

1996 Provincial/Regional Distribution



Sound Recording Development Program
Funding Approved by Province/Region 1996-97



Contributing to:
Access to Canadian Voices and Canadian Spaces: Modernized copyright legislation

- Bill C-32, an act to amend the *Copyright Act*, completed a year of intensive debate and was given Royal Assent on April 25, 1997.

Copyright is the lifeblood of the creators. It affects many sectors and is increasingly critical to the cultural industries. Bill C-32 ensures that performers and producers receive remuneration for the use of their sound recordings (through neighbouring rights); that all creators receive remuneration for private copying of their sound recordings; and, at the same time, that exceptions are provided for specific purposes for non-profit schools, libraries, museums and archives. Persons with perceptual disabilities will also benefit from certain exceptions. (Exceptions permit access to a work without the requirement for an authorization from, or a payment to, the copyright owner).

Arts

Clients/Users/Beneficiaries

- Professional and arts organizations
- Canadian artists
- Canadian and international audiences

Contributing to:
Access to Canadian Voices and Canadian Spaces: *Long-term financial stability and increased autonomy of arts organizations and New audiences and opportunities for Canadian arts and cultural organizations*

In April 1997, the Minister announced that there would be stable, long-term funding for national institutions that develop young Canadians for careers in arts and culture.

The School of the Toronto Dance Theatre wrote to say that this support program “...will help the School continue to provide quality instruction to young Canadians.”

The School of the Contemporary Dancers concluded that “... we feel that this is a strong commitment to the preservation of the cultural identity of Canada.”

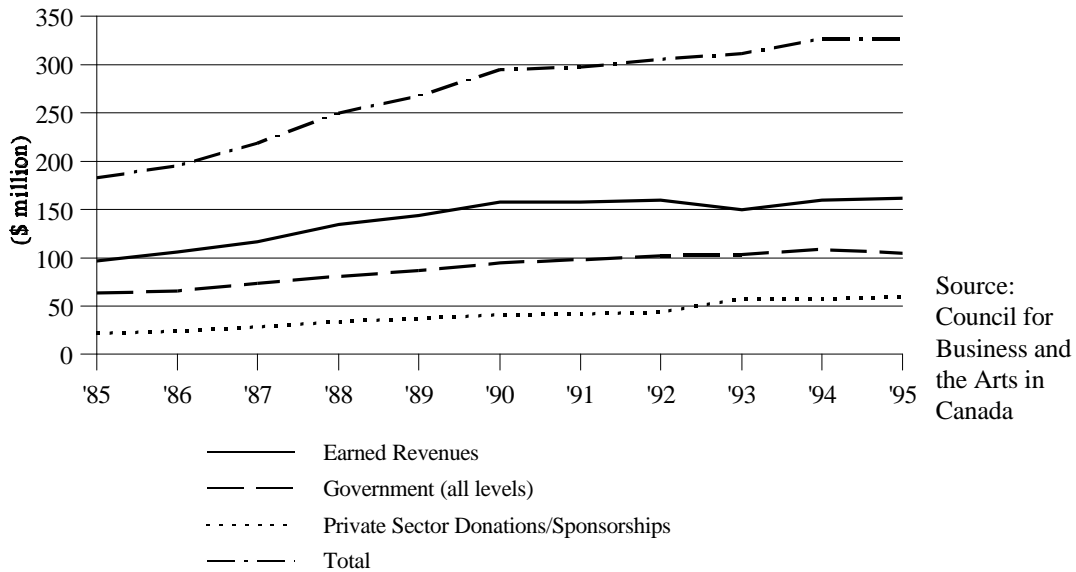
- The October 1996 Federal-Provincial-Territorial Conference of Ministers Responsible for Culture made a commitment to work together on training which is appropriate to the cultural sector, new technologies, and heritage and cultural tourism.
- Government and private sector stakeholders in the field of new media recognized the contributions of the artist/creator to the development of multimedia/new media content.
- There was increased private-sector support through the start-up of regional arts-stabilization funds.

“The Alberta Performing Arts Stabilization Fund (APASF) has afforded our organization the opportunity to partake in a thorough review of our business policies, practices, and planning processes. This is something that far too often we fail to do due to the pressures of time and financial resources. The future reward from APASF will be the asset of a working capital fund to allow the ESO the opportunity to take calculated risks in the management and creation of our art.”

Bob McPhee, Managing Director, Edmonton Symphony Orchestra

Revenue Sources for the Performing Arts

Performing Arts Organizations with Budgets over \$100,000



- A National Technical Assistance Registry was created to allow for self-assessment of the financial and administrative capacity of arts organizations.
- Canadian arts and cultural institutions are being supported through increased partnerships and linkages with the tourism industry.
- Festivals and special events supported by the Department have experienced an overall increase in private-sector funding; moreover, a larger number of Canadians have attended, thus contributing further to their funding.

Heritage

Clients/Users/Beneficiaries

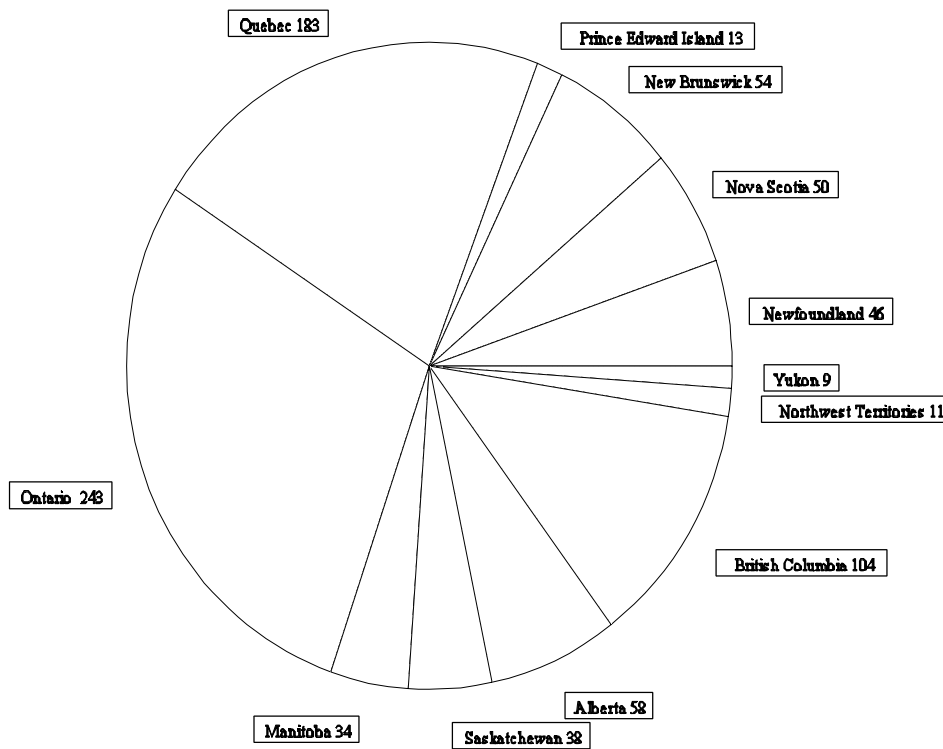
- Heritage institutions
- Canadians for whom collections are held in public trust
- Canadian and international audiences

Contributing to:
Economic Growth and Prosperity:
*Increased opportunities for young
Canadians to acquire work experience and
learn more about their country*

- Through contribution agreements totalling \$3 million, the Department helped to create more than 850 summer career placements for students in museums, libraries and archives.

Young Canada Works in Heritage Institutions

Students Hired in 1996 by Province/Territory



Contributing to:
Protection of Canada's Heritage:
Innovation and co-operation in the preservation, promotion and management of national collections

The certification of Jean-Paul Riopelle's monumental painting, *L'Hommage à Rosa Luxembourg*, as being of "outstanding significance and national importance" is a testament to the high level of co-operation between the Department, the Musée du Québec, and the private sector, which will allow millions of people to enjoy the master work, while it is on display for 20 years at the Casino de Hull.

- In the present fiscal environment, new approaches are emerging to ensure the protection of Canada's heritage. These are increasingly based on collaboration and the shared management of heritage resources among the federal and other levels of government, and the public and private sectors. One example is the collaborative approach being used to ensure the preservation and use of our audio-visual heritage.
- Canadian museums have access to an unique comprehensive evaluation of collections-management software compiled by their peers under the Canadian Heritage Information Network's leadership. This allows them to considerably reduce their individual investment in the selection of software and ensures them that any selected software will meet community standards for the management of collections. It will allow updated collections records to be continually fed to the national inventories.
- The completion of a comprehensive review and the introduction of new directions for the Canadian Conservation Institute reaffirmed the Institute's commitment to support Canada's heritage-preservation needs, and provided it with a clear mission, a strong sense of purpose and an inspired vision of the future.

Contributing to:
Access to Canadian Voices and Canadian Spaces: *New audiences, markets and approaches to the enjoyment and use of heritage collections*

Heritage institutions in smaller centres have written to express their appreciation and gratitude for exhibitions circulated under the International Exhibition Program. “We sincerely hope that the Department will continue to make such excellent exhibitions available to smaller centres such as ours.”

- Providing Government resources to public museums across Canada to develop new audiences, markets and access to heritage collections enhances the quality of life and the well-being of communities and Canadian society in general, and, at the same time, encourages citizens, other governments and the private sector to match federal contributions.
- Innovative approaches to disseminating information about heritage to new audiences are being sought, particularly through the use of advanced technologies. Funding permits the development of new museum products and more effective management of collections.
- The Guide to Canadian Museums and Galleries provides increased visibility for the museum community and their collections. It allows the museums to explore virtual marketing and to present museum programming through the Canadian Heritage Information Network web site, to heighten public interest in Canadian heritage information and exhibits, and to encourage visits.

PARKS CANADA PROGRAM

Objective

To commemorate, protect and present those places that are significant examples of Canada's natural and cultural heritage for the benefit, understanding and enjoyment of the people of Canada, in ways that ensure the ecological and commemorative integrity of this heritage for the benefit of present and future generations.

Activity Descriptions

OPERATION ACTIVITY

This activity includes the protection and management of natural and cultural heritage resources within national parks, historic parks and sites, canals and other heritage areas;

the provision of opportunities for the public to understand and appreciate these resources through the delivery of interpretative and educational programs; the provision of visitor information and services in support of the public's enjoyment of the resources; and the operation and maintenance of facilities that support these activities.

DEVELOPMENT ACTIVITY

This activity comprises the establishment and development of new protected heritage places and resources; the completion or enhancement of existing heritage places and resources; the development and implementation of legislation, policy, research and planning to support the delivery of these activities.

PROGRAM MANAGEMENT AND TECHNICAL SERVICES ACTIVITY

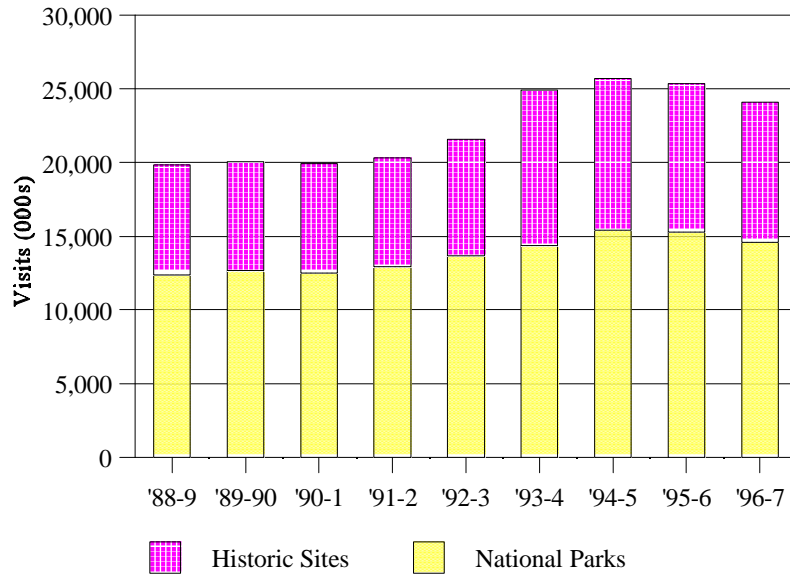
This activity includes directing and managing the Parks Canada Program and providing a variety of specialized and technical services such as architectural and engineering services, realty services, marketing and socio-economic analysis, as well as program management.

Clients/Users/Beneficiaries

- All Canadians
- Visitors to national parks and national historic sites
- Stakeholders in heritage organizations, the tourism industry and communities adjacent to parks and sites

Contributing to:
Economic Growth and Prosperity:
Opportunities to enjoy Canada's heritage areas

Visits to Parks and Historic Sites (000s)



- In 1996, for the first time, a standardized client survey to determine the degree of client satisfaction and awareness was completed by more than 15,000 visitors to national parks, national historic sites and historic canals.

In a great majority of national parks, sites and canals, visitors are highly satisfied with the services they have used, and their expectations were met or even exceeded on most occasions. A majority of respondents indicated that national historic sites represent a good or very good educational experience, and that national parks represent a good or very good recreational experience.

Level of Satisfaction with Campgrounds: Overall Visit and Staff Courtesy

Satisfaction: Percent of visitors who rated good or very good	Overall Visit	Staff Courtesy
Gros Morne campgrounds	93%	95%
Kouchibouguac campgrounds	95%	96%
Terra Nova campgrounds	90%	96%
Bruce Peninsula campgrounds	93%	94%
Georgian Bay Islands campgrounds	92%	85%
Pukaskwa campgrounds	99%	98%
Prince Albert campgrounds	87%	94%
Pacific Rim campgrounds	95%	90%

National Historic Sites: Meeting Expectations of Visitors

Percent of visitors who indicated their expectations were met or exceeded after their visit to National Historic Sites	Overall Visit	Value for Entrance Fee
Alexander Graham Bell	100%	96%
Eastern Newfoundland (Signal Hill, Cape Spear, Castle Hill)	99%	90%
Fortress of Louisbourg	99%	96%
Halifax Citadel	99%	96%
Port Royal	99%	97%
Bellevue House	100%	98%
Bethune Memorial	100%	100%
Fort St. Joseph	98%	99%
Fort Wellington	100%	100%
Laurier House	100%	100%
Sault Ste. Marie Canal	98%	82%
Woodside	100%	99%
Batoche	99%	97%
Fort Battleford	98%	96%
Fort Walsh	98%	98%
Lower Fort Garry	99%	96%
Motherwell Homestead	99%	94%
The Forks	100%	96%
Fort Langley	98%	98%

“Canadian National Parks and Historic Sites offer good accessibility to people with disabilities. The Canadian Paraplegic Association, partners with Parks Canada in developing better accessibility, are proud of the results so far. Our members and people with disabilities from around the world can feel welcome and fully integrated, camping or visiting the great outdoors and the sites of some of the most beautiful areas on the planet. The services offered by Parks Canada can serve as models for other countries.”

Eric Boyd, Executive Director, Canadian Paraplegic Association

“When I called Parks Canada, people were friendly. I got good service and the guides at the site were incredible; they took the time to answer our questions.”

Focus group participant - Zins Beauchesne et associés, L’Archipel-de-Mingan, 1997.

“We think the easy trails that we have been on in the park are wonderfully maintained; we are retired seniors (60+). We are PROUD of the park system and PROUD TO BE CANADIANS.”

Ontario couple commenting on Lake Louise Campgrounds, 1996 Campground Performance Measurement Feedback Card

- Over 350 jobs were created in National Parks and Historic Sites under the Young Canada Works program.

In 1996 alone, the Government of Canada set aside over 60,000 square kilometres for new national parks—an area larger than either Switzerland or Nova Scotia. Wapusk National Park was established near Churchill in Northern Manitoba, and Tukturnogait National Park was established near Paulatuk in the Northwest Territories. Land withdrawals, a method to provide interim protection pending the final negotiation of a park agreement, were made for parks at Wager Bay and on Bathurst Island, both in the Northwest Territories.

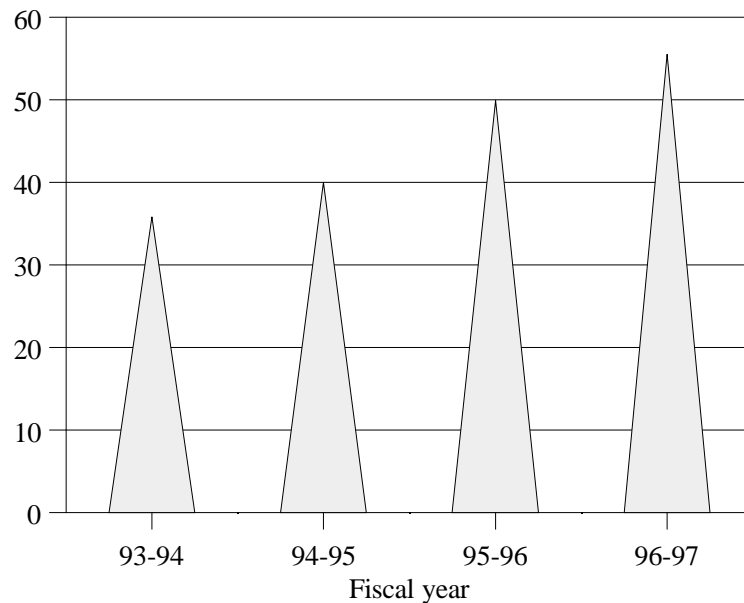
- The *I Spy with My Little Eye* promotional campaign helped to increase Canadians’ awareness of Canadian heritage experiences that are available through travel. It also encouraged them to undertake trips in Canada that focused on heritage appreciation. The radio campaign alone reached approximately 450,000 individuals.

Contributing to:
Strengthened capacity to manage, establish and protect existing and new heritage resources through innovative modes of operation

- Canadians, seeking confirmation of their identity through their heritage, expect national heritage places to play a significant role in promoting identity and unity. At the same time, Parks Canada faces the dual challenge of reducing appropriations, while completing the system of national parks, expanding the national marine conservation

areas and enhancing the system of national historic sites. To respond to this challenge, the Department is preparing to implement the Parks Canada Agency, which was announced in the 1996 budget speech.

**Revenue Generated - Parks Canada
(\$ millions)**



Contributing to:
Protection of Canada's Heritage: New national parks and national historic sites and related protected areas

- Compared to the national parks system, the National Marine Conservation Area (NMCA) system is in the early stages of development. So far, five of the 29 regions are represented by three marine conservation areas and the two marine components of Pacific Rim National Parks. The three NMCAs are: Saguenay-St. Lawrence, where the Saguenay River joins the St. Lawrence River estuary in Quebec; Fathom Five in Georgian Bay, Ontario; and Gwaii Haanas off the Queen Charlotte Islands in British Columbia.
- To enhance the National Historic Site System to include places of significance to all Canadians, studies continued in 1996-97 in Aboriginal people's history, and research has begun in the history of both women and cultural communities.

- The Government continued to advance National Historic Site conservation work at the Ryan Premises, Grosse-Isle and the Irish Memorial, Gulf of Georgia Cannery, the Bar-U Ranch and Red Bay.
- Cost-sharing agreements were also signed with communities for the protection of McLean Mill in British Columbia and Farmers' Bank of Rustico in Prince Edward Island.

Contributing to:
Protection and presentation of nationally significant natural and cultural heritage

The groundwork for systematically assessing the results of protection in the national parks and historic sites administered by Parks Canada was completed during 1996-97. A conceptual framework was also developed for measuring the ecological integrity of national parks and the commemorative integrity of national historic sites. Scientific studies were conducted, and data were collected within that framework. The data are now being analysed, and the conclusions will be presented in the next State of the Parks report.

- The Bow Valley Study, submitted to the Minister in September 1996, is a milestone accomplishment in the involvement of stakeholders and science in determining the direction for managing a national park. The Study used an approach unprecedented in the history of national parks, one that could have a profound effect on how they are managed in the future. Along with a program to obtain input from the public, the task force set up a round table to complement its work. This represented an expanded and more powerful approach to public consultation. The Management Plan for Banff National Park is addressing how to implement the study's recommendations.

CORPORATE MANAGEMENT SERVICES PROGRAM

Objective

To provide leadership and support to departmental activities in the delivery of programs to enable the Department to fulfill its mandate and accountability.

Activity Descriptions

CO-ORDINATION ACTIVITY

This activity includes the provision of executive direction, policy co-ordination, research and communications, as well as the provision of services in the areas of human resources, administration, finance, information management, legal services, program evaluation and internal audit at national headquarters.

REGIONAL SUPPORT ACTIVITY

This activity provides services in the areas of human resources, administration, finance, communications, information management, legal services, program evaluation and internal audit at the regional level in support of program delivery.

Users/Clients/Beneficiaries

- Minister of Canadian Heritage, the Secretary of State (Multiculturalism) (Status of Women) and the Secretary of State (Parks)
- Departmental managers
- Departmental employees
- Central agencies
- Canadian Heritage Portfolio partners

Contributing to:
A More Responsive Government:
Improved program delivery and Strategic management of information and resources

- Existing corporate resources devoted to strategic planning and policy co-ordination, review, communications and international/intergovernmental co-ordination were regrouped, along with regional organizations, into a Strategic Management Sector, resulting in a more focussed and comprehensive approach to policy development, planning and program delivery.
- To make more efficient use of departmental human, financial and material resources, work was undertaken on integrated financial/materiel management and other information systems (for example, the Integrated Finance and Materiel System and the Corporate Intranet). Furthermore, partnered and locally shared services were used for the purchasing of equipment, mail and courier services, and a common learning centre.
- The Department contributed to the Government-wide initiative *La Relève*, issuing a Departmental Human Resource Action Plan in April 1997. In the interests of employment equity, it conducted an employee survey providing self-identification data, which will lead to improvements in the representativeness of the Department's workforce. Post-budget surveys of employees, in both 1995 and 1996, assessed impacts on employees and the adequacy of internal communication.

Partnership approaches to funding and planning Canada's participation in international expositions had the following results:

- strengthened ties with provincial and territorial governments, and the private sector,
- greater awareness of the potential of international fora and expositions for trade and tourism; and
- increased interest in ongoing participation.

The development of a Canada Pavilion for the International Exposition in Lisbon 1998 took into account the interests of the partners, for example, the Department of Fisheries and Oceans "My Ocean Charter", and presents an integrated vision of Canada.

Through the Department's improved use of communications technology, more Canadians, and indeed the world, learned of Canada and its values. The Canadian Heritage Internet Web Site received an average of 20,000 visitors each month. Symbols of Canada was one of the most popular pages visited.

C. Key Reviews

RESULTS OF PROGRAM EVALUATION STUDIES

Evaluation of the National Sport Centre - Calgary (NSCC): This evaluation was significant because the NSCC multisport development centre is funded by the Government in partnership with five provincial and non-government-sector organizations. As the NSCC was nearing the end of its three-year trial period, the Department of Canadian Heritage required an evaluation, which concluded that the NSCC has enhanced the training environment for high-performance athletes in the Calgary area and that the assumptions underlying the Centre remain valid. Canadian Heritage is continuing its financial support for the NSCC and has since established, with other provincial and non-government-sector partners, national sport centres in Montreal and Winnipeg. In addition, it is working to develop similar partnerships to establish national sport centres in Toronto, Vancouver and the Atlantic provinces.

Official-languages Support Programs: Two evaluations were done within the framework of the reorientation of the official-languages support programs, currently made up of the Official Languages in Education Program and the Promotion of Official Languages Program.

- The first evaluation dealt with **Canada-community agreements**, the purpose of which is to change the relationship between the Department of Canadian Heritage and the community organizations that are dedicated to the promotion and development of minority official-language communities, to encourage them to become more autonomous. Although fairly recent, the implementation of these agreements is, generally speaking, well under way and is likely to increase the accountability of communities. However, this effort toward greater autonomy is an onerous one for the communities in terms of both time and money.
- Although federal and provincial authorities believe that they have achieved fairly good results with **federal-provincial-territorial agreements**, given the political and financial climate, groups interested in minority-language education and second-language instruction continue to monitor all levels of government vis-à-vis their obligations in this regard. All agree on the usefulness of the Protocol and bilateral agreements as a means of promoting the Government's strategic objectives without encroaching on provincial jurisdiction in the area of education. Most believe that federal support is essential to maintaining the existing level of service in the minority language.

Strategic Evaluation of Multiculturalism Programs: A comprehensive review of the multiculturalism program was undertaken to ensure that it kept pace with changes in Canadian society and responded effectively to an increasingly diverse citizenry. The review found that the multiculturalism program has promoted and increased awareness and sensitivity to ethnocultural diversity in Canada. The report recommended that the program's goals be restated in clear, contemporary language and focus on those activities which were likely to produce the greatest benefit for all Canadians. A strategic plan with a three year horizon was recommended as a vehicle for identifying expected results and linking policies, clear objectives, contexts, resources, activities and outcomes. The systematic evaluation of the Program's activities and projects was also recommended to ensure that the plan was leading to the expected results.

Evaluation of the Canada-British Columbia Agreement on Communications and Cultural Industries: This evaluation confirmed that the concept of investing in business development to improve the capabilities of these companies is solid. Industry consultants, knowledgeable about and experienced in cultural industries, made an important contribution to the program. However, consistency of program delivery would benefit from fewer changes in consulting personnel. This could be accomplished by having a stable and knowledgeable source of business counselling available to both the clients and program administrators.

Evaluation of the Canada-Alberta Partnership Agreement in Culture: In Alberta's cultural industries, \$14.6 million was expended on business development, including total contributions by both governments of \$5.3 million. This was matched by \$9.3 million in expenditures by companies. Despite the administrative challenges of such an innovative program, 84 percent of companies reported some improvement in business development. The program also contributed to the development of artists and the wealth of cultural products. The study recommended contracting aspects of the program administration to business specialists with experience in cultural industries, streamlining administrative processes and locating the Agreement Office independent of either participating government.

RESULTS OF INTERNAL AUDITS

Review of the FACTOR/MUSICACTION Management Framework:

MUSICACTION and the Foundation to Assist Canadian Talent on Records (FACTOR) are the two organizations making up FACTOR/MUSICACTION CANADA, with which the Department of Canadian Heritage concluded an agreement for the delivery of the Sound Recording Development Program. Generally speaking, both FACTOR and MUSICACTION are complying with the terms and conditions of the contribution agreement. Both have adopted good management practices, and have implemented systems and procedures to foster effective and efficient operations.

Audits of Concession and Lease Agreements in Parks Canada: A comprehensive audit plan was developed, covering close to 100 commercial agreements. As well as determining whether revenue due to the Crown was obtained and if management controls were adequate in both the Park and with the lessee/concessionaire, these audits can provide other information on the financial viability of the particular business to assist Parks Canada in renegotiating the agreements. Audits performed in Jasper National Park and the Quebec district contributed to the strengthening of management controls and practices.

Research Project - Management Controls in the Communications and Cultural Industry, Phase II: Beginning in 1993, l'École des Hautes Études Commerciales de Montréal, via Le Programme des centres d'excellence de la langue française, consulted with over 300 arts, cultural and communication enterprises and associations, and federal grant and contribution managers, on the importance of management/internal control and performance evaluation. Contrary to public perception, enterprises in the field of arts and culture consider management controls to be highly important, and see them as contributing directly to the profitability of their business. The final project report identified potential improvements to the management of federal grant and contribution programs, and to the structure, management systems, internal controls and performance evaluations of cultural enterprises.

Risk Management/Assessment Review Project: The first phase of this project followed up on the Auditor General's 1993 Fraud/Risk Management Audit in federal departments, to identify high-risk areas, including those potentially vulnerable to fraud and unethical behaviour, where review effort should be concentrated. It included seminars on corporate ethics and fraud awareness, initiated for the benefit of all departmental employees. A second phase was initiated, focusing on departmental security (personnel/physical/information), and employee health and safety. The risk assessment will assist program and functional managers to take appropriate action to protect the Department's assets, its financial and human resources, its information and the public.

Review of Contracting and Contribution Agreement Practices: This was essentially a process, policy and procedures 'check-up' in anticipation of increased delivery of programs by third parties. Contracting was reviewed for compliance with regulations, prudence, probity and value for money. It was found that an adequate management-control framework exists, but renewed emphasis on accountability, living up to the spirit of the regulations and maintaining clear audit trails could improve compliance and further ensure value for money. The contribution agreements process was examined for compliance with program authorities and mandates. The Department is in compliance for the majority of the 13 authorized contribution programs sampled.

RESULTS OF EXTERNAL AUDITS

Auditor General of Canada, Preserving Canada's Natural Heritage and Management of Historic Canals in Parks Canada, November 1996: The Auditor General was supportive of the ecosystem-based management approach used by Parks Canada, and suggested improvements in linking the planning, monitoring and reporting to achieve these objectives. Questions were raised about the number of new national parks that have yet to be created to achieve the Government's goal of representing all 39 natural regions by a national park by the year 2000. With respect to canals, the Auditor General's observations related primarily to the relationship between canal revenue and operating costs. Parks Canada is developing an action plan to be ready in the autumn of 1997, which will address the key recommendations.

OTHER KEY REVIEWS

Framework for Analysis of the Contribution of Federal Institutions to the Application of Section 41 of the *Official Languages Act*: Section 41 of Part VII of the *Official Languages Act* states that the Government is committed to "enhancing the vitality of the English and French linguistic-minority communities in Canada, and supporting and assisting their development; and fostering the full recognition and use of both English and French in Canadian society." The analysis framework is a tool that is available to all departments and agencies, to help them critically examine the manner in which they have incorporated into their day-to-day operations the Government's commitment to enhance the vitality of and to support the development of minority official-language communities, and to foster the recognition of both English and French in Canadian society.

Young Canada Works Program: The review of this summer youth-employment initiative looked at success of the program from the perspective of program partners and participating students, and at any adjustments that could be made to improve its design and delivery. The review concluded that the program was successful, and recommended its continuation with minor modifications to program design and delivery. The review also recommended the identification of performance indicators, and the design of a database and system for collecting information on the program.

Section IV: Supplementary Information

A. Statutory Reports Tabled by the Department of Canadian Heritage Between April 1, 1996 - March 31, 1997

Annual Report on Official Languages	May 17, 1996
Annual Report on the Operation of the <i>Multiculturalism Act</i>	February 6, 1997
Point Pelee National Park Management Plan	June 17, 1996
Pukaskwa National Park Management Plan	June 17, 1996
Prince Albert National Park Management Plan	June 17, 1996
Glacier and Mount Revelstoke National Parks Management Plan	June 17, 1996

B. Statutes Administered in Whole or in Part by the Canadian Heritage Portfolio

Department of Canadian Heritage Act S.C. 1995, c.11

Canadian Identity Program

<i>Holidays Act</i>	R.S. 1985, c. H-5
<i>An Act to Incorporate the Jules and Paul-Émile Léger Foundation</i>	S.C. 1980-81-82-83, c.85
<i>National Anthem Act</i>	R.S. 1985, c. N-2
<i>National Flag of Canada Manufacturing Standards Act</i>	R.S. 1985, c. N-9
<i>National Symbol of Canada Act</i>	R.S. 1985, c. N-17
<i>Official Languages Act</i>	R.S. 1985, c. 31 (4th Supp.)
<i>Public Service Employment Act</i>	R.S. 1985, c. P-33
<i>Lieutenant Governors Superannuation Act</i>	R.S. 1985, c. L-8
<i>Salaries Act</i>	R.S. 1985, c. S-3
<i>Trade-marks Act</i>	R.S. 1985, c. T-13
<i>Canadian Multiculturalism Act</i>	R.S. 1985, c. 24 (4th Supp.)
<i>Canadian Race Relations Foundation Act</i>	S.C. 1991, c.8
<i>Canadian Heritage Languages Institute Act</i>	S.C. 1991, c. 7
<i>Fitness and Amateur Sport Act</i>	R.S. 1985, c. F-25
<i>National Archives of Canada Act</i>	R.S. 1985, c. 1 (3rd Supp.)
<i>National Capital Act</i>	R.S. 1985, c. N-4
<i>National Library Act</i>	R.S. 1985, c. N-12
<i>National Arts Centre Act</i>	R.S. 1985, c. N-3
<i>National Film Act</i>	R.S. 1985, c. N-8
<i>Canada Council Act</i>	R.S. 1985, c. C-2
<i>Canadian Radio-Television and Telecommunications Commission Act</i>	R.S. 1985, c. C-22
<i>Cultural Property Export and Import Act</i>	R.S. 1985, c. C-51
<i>Museums Act</i>	S.C. 1990, c. 3
<i>Broadcasting Act</i>	S.C. 1991, c. 11
<i>Canadian Film Development Corporation Act</i>	R.S. 1985, c. C-16
<i>Status of the Artist Act</i>	S.C. 1992, c.33

Parks Canada Program

<i>Heritage Railway Stations Protection Act</i>	R.S. 1985, c. 52 (4th Supp.)
<i>Historic Sites and Monuments Act</i>	R.S. 1985, c. H-4
<i>Mingan Archipelago National Park Act</i>	S.C. 1984, c. 34
<i>National Battlefields at Quebec Act</i>	S.C. 1907-08, cc. 57-58
<i>National Parks Act</i>	R.S. 1985, c. N-14
<i>Dominion Water Power Act</i>	R.S. 1985, c. W-4
<i>Department of Transport Act</i>	R.S. 1985, c. T-18
<i>Federal Real Property Act</i>	S.C. 1991, c. 50
<i>Laurier House Act</i>	R.S. 1952, c. 163

C. Contacts for Further Information

Main Addresses, Telephone Numbers and Internet Address

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Communications Branch
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Internet address: <http://www.pch.ca>

Atlantic Region

Canadian Heritage
1045 Main Street
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Quebec Region

Canadian Heritage
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Ontario Region
Canadian Heritage
4900 Yonge Street
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1-800-839-8221

Prairies and Northwest Territories Region
Canadian Heritage
Information Service
c/o The Forks National Historic Site
457 Main Street
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Tel.: (204) 983-2290
1-800-250-4567

Western Region
Canadian Heritage
Room 300 - 300 West Georgia Street
Vancouver, British Columbia
V6B 6C6
Tel.: (604) 666-0176

Parks Canada

Eastern Canada
Historic Properties
Upper Water Street
Halifax, Nova Scotia
B3J 1S9
Tel.: (902) 426-4912

Western Canada
220 - 4th Avenue S.E., Room 552
Calgary, Alberta
T2G 4X5
Tel.: (403) 292-4444

D. Financial Summary Tables

Summary of Voted Appropriations Use of Financial Authorities

Vote (thousands of dollars)	Main Estimates 1996-97	Actual 1996-97
Canadian Identity Program		
5 Operating Expenditures	56,266	72,950
10 Grants and Contributions	404,461	504,532
15 Payments to the Canada Post Corporation	58,000	58,000
(S) Salaries of the Lieutenant-Governors	930	932
(S) Payments under the <i>Lieutenant-Governors Superannuation Act</i>	390	461
(S) Supplementary Retirement Benefits - Former Lieutenant-Governors	137	135
(S) Contributions to Employee Benefit Plans	5,078	5,272
(S) Payments to the Canadian Race Relations Foundation under the <i>Canadian Race Relations Foundation Act</i>	--	24,000
Total Budgetary	525,262	666,282
L20 Loans to Institutions and Public Authorities under the <i>Cultural Property Export and Import Act</i>	10	--
L20 Loans to Cultural Industries	--	9,430
Total Program	525,272	675,712
Parks Canada Program		
25 Operating Expenditures	168,187	185,871
30 Capital Expenditures	121,898	119,339
(S) Parks Canada Enterprise Units Revolving Fund	956	2,726
(S) Townsites Revolving Fund	--	401
(S) Contributions to Employee Benefit Plans	19,907	20,669
Total Program	310,948	329,006

**Summary of Voted Appropriations
Use of Financial Authorities (cont'd)**

Vote (thousands of dollars)	Main Estimates 1996-97	Actual 1996-97
Corporate Management Services Program		
1 Operating Expenditures	74,097	84,705
(S) Minister of Canadian Heritage - Salary and Motor Car Allowance	49	41
(S) Contributions to Employee Benefit Plans	7,674	7,968
(S) Spending of proceeds from the disposal of surplus Crown assets	--	750
(S) Refunds of amounts credited to revenues in previous years	--	722
Total Program	81,820	94,186
Total Budgetary	918,030	1,089,474
Total Non Budgetary	10	9,430
Total Department	918,040	1,098,904

Planned Versus Actual Spending Tables

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Canadian Identity Program				
Participation				
<i>Citizens' Participation and Multiculturalism</i>				
Canadian Identity	73,106	63,871	58,684	69,292
Multiculturalism	43,403	31,072	29,282	59,854
Sub-Total	116,509	94,943	87,966	129,146
Sport	68,014	51,098	52,638	55,027
Total - Participation	184,523	146,041	140,604	184,173
Official Languages				
Intergovernmental Co-operation	244,639	209,883	195,577	187,348
Support to Linguistic Communities	29,421	34,746	24,865	32,939
Promotion and Dialogue	28,357	29,270	21,688	24,178
Total - Official Languages	302,417	273,899	242,130	244,465
Cultural Development and Heritage*				
Arts Policies and Programs	30,957	33,098	25,321	28,722
Heritage Policies and Programs	31,971	26,279	24,234	26,136
Broadcasting	8,545	9,282	7,856	90,936
Cultural Industries	131,169	104,317	85,127	101,280
Total - Cultural Development and Heritage	202,642	172,976	142,538	247,074
Total Program	689,582	592,916	525,272	675,712

* Includes Non-Budgetary resources in the amount of \$9,430,000

Planned Versus Actual Spending Tables (cont'd)

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Parks Canada Program				
Operation	258,099	265,118	251,012	265,685
Development	59,631	59,805	42,650	45,525
Program Management and Technical Services	24,844	18,105	17,286	17,796
Total	342,574	343,028	310,948	329,006
Corporate Services Program				
Co-ordination	58,566	58,302	50,612	63,403
Regional Support	32,988	33,642	31,208	30,783
Total Program	91,554	91,944	81,820	94,186
Total Department	1,123,710	1,027,888	918,040	1,098,904

Planned Versus Actual Spending Tables (cont'd)

Explanation of changes

(Thousands of dollars)	Main Estimates 1996-97	Actual 1996-97	Change
Canadian Identity	526,821	668,010	141,189
Parks Canada	367,913	395,295	27,382
Corporate Management Services	81,820	94,186	12,366
	976,554	1,157,491	180,937
Revenue Credited to the Vote	(58,524)	(68,017)	(9,493)
Budgetary Resources	918,030	1,089,474	171,444
Non-Budgetary Loans	10	9,430	9,420
Actual Resources	918,040	1,098,904	180,864

Explanation of change: The difference of \$180,864,000 between actual expenditures and Main Estimates is primarily due to additional funding received through Supplementary Estimates for the:

	(in millions of dollars)
• Canada Television and Cable Production Fund	100.0
• Payment to the Canadian Race Relations Foundation	24.0
• Carry forward of resources from 1995-96 fiscal year	16.3
• Strengthening and celebrating Canada	11.0
• Cultural Industries Development Fund	10.6
• Summer student employment initiatives (Young Canada Works)	10.0
• Additional operating costs	5.2
• Resources to cover the costs of employee departure	4.8
• Unforeseen forest fire suppression	2.5
• Open House Canada	1.2
• Aboriginal Friendship Centres	0.7

**Net Cost of the Department
Comparison of 1996-97 Main Estimates to Actual Expenditures by Program**

Canadian Identity Program

(Thousands of Dollars)	Operating	Transfer Payments	Revenue Credited to the Vote	Total Budgetary	Non Budgetary	Total
Participation	30,195	110,409	--	140,604	--	140,604
	45,206	138,968	--	184,174	--	184,174
Official Languages	5,848	236,282	--	242,130	--	242,130
	6,627	237,837	--	244,464	--	244,464
Cultural Development and Heritage	85,790	58,297	(1,559)	142,528	10	142,538
	87,049	152,323	(1,728)	237,644	9,430	247,074
Total Program	121,833	404,988	(1,559)	525,262	10	525,272
	138,882	529,128	(1,728)	666,282	9,430	675,712

Parks Canada Program

(Thousands of Dollars)	Operating	Capital	Transfer Payments	Revenue Credited to the Vote	Total
Operation	208,106	99,589	282	(56,965)	251,012
	235,989	95,111	733	(66,149)	265,684
Development	24,187	15,985	2,478	--	42,650
	14,781	19,417	11,328	--	45,526
Program Management and Technical Services	8,362	8,924	--	--	17,286
	7,151	10,645	--	--	17,796
Total Program	240,655	124,498	2,760	(56,965)	310,948
	257,921	125,173	12,061	(66,149)	329,006

Corporate Services Program

(Thousands of Dollars)	Operating	Total
Coordination	50,612	50,612
	63,403	63,403
Regional Support	31,208	31,208
	30,783	30,783
Total Program	81,820	81,820
	94,186	94,186
Total Department		918,040
		1,098,904
Revenue Credited to the Consolidated Revenue Fund		(50,500)
		(58,205)
Cost of Services Provided by Other Departments		45,601
		41,531
Net Cost of the Department		913,141
		1,082,230

Bold text represents Actual Expenditures

Human Resource Utilization

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Canadian Identity Program				
Participation	312	306	281	268
Official Languages	83	81	80	81
Cultural Development and Heritage	381	358	352	330
Total Program	776	745	713	679
Parks Canada Program				
Operation	3,505	3,520	3,484	3,543
Development	365	357	186	183
Program Management and Technical Services	126	84	34	34
Total Program	3,996	3,961	3,704	3,760
Corporate Management Services Program				
Co-ordination	679	676	638	670
Regional Support	508	498	490	475
Total Program	1,187	1,174	1,128	1,145
Total Department	5,959	5,880	5,545	5,584

Transfer Payments

Grants and Contributions - Summary by Program

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Grants				
CANADIAN IDENTITY PROGRAM				
Participation				
<i>Citizens' Participation and Multiculturalism</i>				
Canadian Identity	27,201	22,497	25,951	6,786
Multiculturalism	19,799	18,064	18,507	41,020
<i>Sub-total</i>	47,000	40,561	44,458	47,806
Sport	--	--	--	--
Total - Participation	47,000	40,561	44,458	47,806
Official Languages	33,279	38,025	29,779	30,723
Cultural Development and Heritage				
Broadcasting	--	--	--	--
Cultural Industries	--	--	--	--
Arts	1,432	1,400	1,200	1,200
Heritage	10,006	5,801	6,326	5,317
Total - Cultural Development and Heritage	11,438	7,201	7,526	6,517
Total - Canadian Identity Program	91,717	85,787	81,763	85,046
PARKS CANADA PROGRAM				
Operation	--	--	38	--
Development	3,543	6,840	--	23
Program Management and Technical Services	--	--	--	--
Total - Parks Canada Program	3,543	6,840	38	23
Total Grants - Department	95,260	92,627	81,801	85,069

Grants and Contributions - Summary by Program (cont'd)

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Contributions				
CANADIAN IDENTITY PROGRAM				
Participation				
<i>Citizens' Participation and Multiculturalism</i>				
Canadian Identity	26,011	24,435	16,940	37,996
Multiculturalism	2,558	1,994	187	2,039
<i>Sub-total</i>	28,569	26,429	17,127	40,035
Sport	63,620	47,752	48,824	51,128
Total - Participation	92,189	74,181	65,951	91,163
Official Languages	263,496	230,000	206,503	207,114
Cultural Development and Heritage				
Broadcasting	5,549	5,671	5,600	89,435
Cultural Industries	43,599	27,424	23,493	29,211
Arts	25,000	27,229	18,904	21,583
Heritage	3,748	4,643	2,774	5,576
Total - Cultural Development and Heritage	77,896	64,967	50,771	145,805
Total - Canadian Identity Program	433,581	369,148	323,225	444,082
PARKS CANADA PROGRAM				
Operation	672	2,317	244	732
Development	2,637	11,829	2,478	11,306
Program Management and Technical Services	--	--	--	--
Total - Parks Canada Program	3,309	14,146	2,722	12,038
Corporate Management Services				
Contributions under Special Authority	51	--	--	--
Total - Contributions	436,941	383,294	325,947	456,120
Total Department - Grants and Contributions	532,201	475,921	407,748	541,189

Details of Grants and Contributions

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Grants			
CANADIAN IDENTITY PROGRAM			
Participation			
Grants to voluntary organizations, non-governmental institutions and individuals for promoting Canadian studies	3,855,520	1,596,420	705,609
Open House Canada	--	40,000	--
Aboriginal Friendship Centres	15,077,792	15,005,871	8,000
Aboriginal Social and Cultural Development	1,046,445	--	--
Aboriginal Representative Organizations	2,158,811	1,968,571	1,821,569
Aboriginal Women	1,305,770	987,684	902,965
Grants to the Lieutenant-Governors of the provinces of Canada towards defraying the cost of travel and hospitality incurred in the exercise of their duties in their provincial capital	214,115	204,000	192,280
Grants to non-profit organizations for Canada Day celebrations and to the private and public sectors for the purpose of celebrating anniversaries of significance to the Canadian heritage	1,420,484	1,390,811	1,896,900
(S) Payments under <i>Lieutenant-Governors Superannuation Act</i>	385,658	406,760	461,533
(S) Supplementary Retirement Benefits - Former Lieutenant-Governors	134,168	133,723	134,721
Payments to the Canadian Race Relations Foundation	--	--	24,000,000
Race Relations and Cross-Cultural Understanding	4,841,123	4,705,356	4,891,542
Heritage Cultures and Languages	4,439,414	3,666,753	3,746,324
Community Support and Participation	10,518,763	9,691,952	8,382,237
Voluntary Action (Community Partnership)	820,357	92,085	41,800
Human Rights	782,038	671,076	620,161
Total - Participation	47,000,458	40,561,062	47,805,641

Details of Grants and Contributions (cont'd)

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Grants (cont'd)			
Official Languages			
Grants to organizations representing official-language minority communities, non-federal public administrations and other organizations, for the purpose of furthering the use and promotion of the official languages	33,278,415	38,024,422	30,723,313
Total - Official Languages	33,278,415	38,024,422	30,723,313
Cultural Development and Heritage			
Grants to non-profit museums, national and international museum associations and heritage institutions for the purpose of enhancing access to Canadian Heritage			
Import/Export of Cultural Property	911,350	652,898	296,153
Museums Assistance Program (MAP)	8,665,037	5,148,320	5,021,180
Archeology Program	430,000		
Grants to non-profit organizations and institutions to enhance cultural infrastructures and support cultural development			
Fathers of Confederation Building Trust	1,431,650	1,400,000	1,200,000
Total - Cultural Development and Heritage	11,438,037	7,201,218	6,517,333
Total Grants - Canadian Identity Program	91,716,910	85,786,702	85,046,287
PARKS CANADA			
Grants in support of activities or projects related to national parks, national marine conservation areas, national historic sites and historic canals			
Conservation of the Rouge Valley	42,569	40,138	22,707
Conservation of the Rouge Valley	3,500,000	5,000,000	
Pacific Marine Heritage Legacy	--	1,800,000	--
Total Grants - Parks Canada Program	3,542,569	6,840,138	22,707
Total Grants - Department	95,259,479	92,626,840	85,068,994

Details of Grants and Contributions (cont'd)

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Contributions			
CANADIAN IDENTITY PROGRAM			
Participation			
Race Relations and Cross Cultural Understanding	819,019	628,620	867,730
Community Support and Participation	1,313,914	959,806	1,156,374
Heritage Cultures and Languages	425,000	405,000	15,000
Court Challenges	1,365,000	1,148,200	936,226
Contributions to voluntary organizations, non-governmental institutions and individuals for promoting Canadian studies	488,000	398,138	158,473
Open House Canada	3,060,244	3,097,662	3,962,740
Northern Native Broadcast Access	10,153,752	9,699,980	8,295,300
Aboriginal Friendship Centres	2,089,102	1,717,125	17,042,048
Aboriginal Representative Organizations	3,236,387	3,180,262	2,686,991
Aboriginal Women	860,035	864,924	768,223
Aboriginal Languages in Yukon	1,206,500	934,000	909,000
Aboriginal Languages in the Northwest Territories	3,552,000	3,395,000	3,237,000
Contributions to national amateur sport organizations	38,622,556	31,130,905	29,451,782
Contributions to the Canadian Sport and Fitness Administration Centre	3,711,184	2,500,000	1,500,000
Contributions to outstanding amateur athletes	5,004,080	6,838,185	6,765,497
Contributions to the sponsoring organizations of multi-sport regional, national and international games	16,282,049	7,282,962	13,410,158
Total Contributions - Participation	92,188,822	74,180,769	91,162,542
Official Languages			
Contributions in respect of programs relating to the use of official languages in areas of provincial/territorial competence; including programs of summer language bursaries and assistance to independent schools and to associations of independent schools	249,613,238	215,421,844	191,440,554
Contributions to organizations representing official-language minority communities, non-federal public administrations and other organizations, for the purpose of furthering the use, acquisition and promotion of the official languages	13,882,708	14,577,814	15,673,429
Total - Official Languages	263,495,946	229,999,658	207,113,983

Details of Grants and Contributions (cont'd)

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Contributions (cont'd)			
Cultural Development and Heritage			
Contributions to non-profit organizations and institutions to enhance cultural infrastructures and support cultural development			
Cultural Initiatives Program	12,943,666	9,028,526	7,648,937
Cultural infrastructure projects in Quebec and Alberta	7,101,890	9,373,194	7,777,758
Contributions under the terms and conditions of the Canada-France Agreement in the areas of museums	--	300,000	--
Contributions to non-profit museums, national and international museum associations and heritage institutions for the purpose of enhancing access to Canadian Heritage			
Museum Public Access	2,673,375	3,427,165	2,234,775
Canadian Museum Association	356,150	314,250	314,250
International Centre for the Study of the Preservation and Restoration of Cultural Property	70,277	--	--
Young Canada Works	--	--	3,027,185
Contributions to publishing and sound recording organizations to enhance their development and distribution			
Canadian Book Publishing Industry	22,669,252	15,280,003	19,100,123
Sound Recording Development Program	4,200,000	4,200,000	4,200,000
Publications Distribution Assistance for Books	13,934,238	4,982,376	3,297,701
Contributions in support of broadcasting distribution			
Canada Television and Cable Production Fund	--	--	82,000,000
Northern Distribution Program	3,100,000	3,100,000	3,100,000
Contribution to TV5	2,122,747	2,399,100	2,500,000
Contributions in support of the film and video sector training initiatives	654,500	582,945	832,000
Contributions under the terms and conditions of federal/provincial agreements to support regional cultural development			
in Newfoundland	905,776	846,250	360,000

Details of Grants and Contributions (cont'd)

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Contributions (cont'd)			
Cultural Development and Heritage (cont'd)			
in Prince Edward Island	218,242	49,414	--
in New Brunswick	444,711	274,170	--
in Nova Scotia	618,594	524,000	51,000
in Saskatchewan	308,618	230,544	--
in Alberta	745,629	158,281	52,827
in British Columbia	74,850	888,351	--
Winnipeg Development Agreement	--	86,884	398,688
Canada-Alberta Strategic Alliance	--	--	851,878
Canadian Conference of the Arts	474,500	455,000	390,000
Canadian Native Arts Foundation	475,000	475,000	475,000
Contributions to the National Ballet School, the National Theatre School and the National Circus School	--	5,200,000	4,870,208
Contributions created under the Special Authorities	3,085,791	2,231,184	2,137,950
Contributions to national service organizations in the areas of arts, culture, film and video and sound recording in support of services and special projects			
National Arts and Culture Service Organizations	119,725	--	10,000
Film and Video National Service Organizations	283,750	360,100	--
Sound Recording Service Organizations	315,000	200,775	175,000
Total - Cultural Development and Heritage	77,896,281	64,967,512	145,805,280
Total Contributions - Canadian Identity Program	433,581,049	369,147,939	444,081,805
Transfer Payments - Canadian Identity Program	525,297,959	454,934,641	529,128,092

Details of Grants and Contributions (cont'd)

(In dollars)	Actual 1994-95	Actual 1995-96	Actual 1996-97
Contributions (cont'd)			
PARKS CANADA PROGRAM			
Contributions in support of activities/projects related to national parks, national marine conservation areas, national historic sites and historic canals	3,309,188	3,449,984	12,038,212
Pacific Marine Heritage Legacy	--	8,946,552	--
Timber Rights in Gwaii Haanas	--	1,750,000	--
Total - Parks Canada Program	3,309,188	14,146,536	12,038,212
Corporate Management Services			
Contributions under the IMAA	50,928	--	--
Total Contributions - Department	436,941,165	383,294,475	456,120,017
Total Transfer Payments - Department	532,200,644	475,921,315	541,189,011

Capital Expenditures for Parks Canada by Activity

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Operation	89,632	92,373	99,589	95,111
Development	24,661	20,450	15,985	19,417
Program Management and Technical Services	10,787	10,093	8,924	10,645
Actual Resources	125,080	122,916	124,498	125,173

Definitions Applicable to Major Capital Projects

Major Capital Project - A departmental undertaking having expenditures of \$2 million or more which involves the design and development of new programs, equipment structures, or systems, and has above-normal risk, is deemed to be a government project when:

- its estimated expenditure exceeds the project approval authority granted to the Department by the Treasury Board; or
- it is particularly high risk, regardless of estimated expenditure.

When a high-risk government project exceeds \$100 million in estimated expenditure, it is deemed to be a Major Crown Project.

Class of Estimates

Substantive Estimate (S) - This estimate is one of sufficiently high quality and reliability so as to warrant Treasury Board approval as a cost objective for the project phase under consideration. It is based on detailed system and component design and takes into account all project objectives and deliverables. It replaces the classes of estimates formerly referred to as Class A or B.

Indicative Estimate (I) - This is a low quality order of magnitude estimate that is not sufficiently accurate to warrant Treasury Board approval as a cost objective. It replaces the classes of estimates formerly referred to as C or D.

Preliminary Project Approval (PPA) - This defines Treasury Board's authority to initiate a project in terms of its intended operational requirement, including approval of, and expenditure authorization for, the objectives of the project definition phase. Sponsoring departments are to submit for PPA when the project's complete scope has been examined and costed, normally to the indicative level, and when the cost of the project definition phase has been estimated to the substantive level.

Effective Project Approval (EPA) - Treasury Board's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments are to submit for EPA only when the scope of the overall project has been defined and when the estimates have been refined to the substantive level.

Delegated Authority (DA) - Projects for which authority has been delegated to the Department by Treasury Board.

Details of Major Capital Projects

(Thousands of dollars) Parks Canada Projects by Activity and Region	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
<u>Operation Activity</u>				
Western Region (Alberta)				
Jasper Marmot Road Recap (A-DA)	1,484	653	-	
Columbia Icefield Redevelopment (A-EPA)	396	2,626	2,134	2,275
Banff, Yoho, Revelstoke and Glacier Trans-Canada Highway Repairs (A- DA)		2,515	16,000	15,255
Banff Bow Valley Study	676	1,178	257	761
Lake Louise Sewage Treatment Plant (B-DA)	390	1,200	1,900	
Prairie and Northwest Territories Region				
Prince Albert Waskesiu Visitor Service Centre (B-EPA)	71	151	300	18
Riding Mountain Wasagaming Visitor Service Centre (B-EPA)	315	113	200	45
Ontario Region				
Trent Severn Waterway Dam 5 at Lock 5 (B-DA)	4	3,373	-	-
Sault Canal Lock Repairs (C-PPA)	178	680	3,000	2,180
Quebec Region				
Lachine Canal Sediment Stabilization (B-DA)	2,021	171	500	202

Details of Major Capital Projects (cont'd)

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Parks Canada				
Projects by Activity and Region				
La Mauricie National Park Park's enhancement (B-DA)	319	1,290	1,695	633
Chambly Canal				
Lock 9 (A-DA)	1,074	66	-	-
Bridge 7 (C-PPA)	-	-	-	-
Restoring of Lock 4 (B-PPA)	40	-	500	1,330
Atlantic Region				
Cape Breton Highlands				
Cabot Trail Preservation (B-DA)	590	-	1,275	1,504
Golf Course Development (A-DA)	956	2,029	-	-
Terra Nova				
Trans Canada Highway Repairs (A-DA)	2,110	2,703	2,100	2,084
Halifax Defence Complex				
Georges Island Stabilization (B-DA)	840	62	500	508

Details of Major Capital Projects (cont'd)

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Parks Canada				
Projects by Activity and Region				
<u>Development Activity</u>				
Pacific and Yukon Region				
Queen Charlotte Islands REDI Initiative (Visitor Reception Centre) (B-DA)	499	1,115	-	50
Gwaii Haanas/South Moresby Development (B-DA)	1,422	1,298	2,000	1,142
Vuntut Development	240	261	1,399	454
Western Region (Alberta)				
Bar U Ranch (C-DA)	806	703	1,000	729
Prairie and Northwest Territories Region				
Wood Buffalo Disease exposed Bison Research (C-DA)	-	400	626	330
Ontario Region				
Bruce Peninsula Land Acquisition (B-DA)	851	610	200	200
Quebec Region				
Grosse-Île Site development (B-DA)	829	2,996	3,009	4,176
Saguenay Marine Park Development (B-DA)	1,753	2,143	3,273	2,695
Cartier-Brébeuf Site Redevelopment (C-EPA)	-	-	480	-
Fortifications of Quebec Pincers - Nouvelles casernes	1,310	974	2,500	1,014
Fort Temiscaminque Implementation (C-DA)	-	188	620	216

Details of Major Capital Projects (cont'd)

(Thousands of dollars)	Actual	Actual	Main	Actual
Parks Canada	1994-95	1995-96	Estimates	1996-97
Projects by Activity and Region			1996-97	
Mingan				
Multi-purpose nautical base (B-DA)	1,858	1,543	615	506
Atlantic Region				
Newfoundland				
Red Bay Development (B-DA)	79	197	675	265
Ryan Premises Development (B-DA)	674	275	964	2,226

Details of Revenues by Program

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Revenue Credited to the Vote				
Canadian Identity				
Museum and Heritage Services	1,169	1,262	1,125	1,357
Canadian Audio-visual Certification Office	-	-	434	371
Sub-total	1,169	1,262	1,559	1,728
Parks Canada				
Rentals, Lands, Buildings and Concessions	9,672	10,180	10,630	11,768
Entrance Fees	12,841	19,995	17,175	24,640
Camping and Trailer Permits	9,995	11,462	11,935	11,564
Other Revenue	7,529	8,273	12,747	7,423
Sub-total	40,037	49,910	52,487	55,395
Revenue Credited to the Parks				
Canada Revolving Funds				
Townsites				
Municipal Fees	-	-	-	2,724
Subsidies	-	-	-	4,463
Hot Springs Revenues	2,846	2,935	4,478	3,046
Golf Course Revenues	-	-	-	521
Sub-total	2,846	2,935	4,478	10,754
Total - Revenue Parks Canada	42,883	52,845	56,965	66,149
Total - Revenue Credited to the Vote	44,052	54,107	58,524	67,877
Revenue Credited to the Consolidated Revenue Fund (CRF)				
Canadian Identity				
Federal-Provincial Lottery Agreement	49,318	50,614	50,500	51,314
Canadian Audio-visual Certification Office	242	367	-	-
Other Revenue	113	3,591	-	6,891
Total - Revenue Credited to the CRF	49,673	54,572	50,500	58,205

Townsites - Revolving Fund Statement of Operations

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Forecast 1996-97	Actual 1996-97
Revenue	--	--	8,850	7,187
Expenses				
Operating:				
Salary and wages	--	--	3,148	3,033
Depreciation	--	--	2,446	2,425
Repairs and maintenance	--	--	569	39
Administrative and support services	--	--	338	1,068
Utilities, materials and supplies	--	--	1,331	776
Interest	--	--	--	--
Total - Operating expenses	--	--	7,832	7,341
(Surplus) Deficit			(1,018)	154

Statement of Changes in Financial Position

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Forecast 1996-97	Actual 1996-97
Working Capital required (Provided) Operations				
Net (Income) or Loss for the year	--	--	(1,018)	154
Add: Depreciation and other items not requiring use of funds	--	--	(2,446)	(2,482)
			(3,464)	(2,328)
Capital requirements			3,667	2,729
Net expenditures charged to Appropriation Authority			203	401

Townsites - Use of Revolving Fund Authority

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Forecast 1996-97	Actual 1996-97
Authority	--	--	10,000	10,000
Drawdown:				
Balance as at April 1	--	--	--	--
Drawdown	--	--	203	401
Balance at March 31			9,797	9,599

Townsite Revolving Fund was established in 1996-97.
The forecast is as of January 1997.

Enterprise Unit - Revolving Fund Statement of Operations

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Revenue	2,845	2,935	4,478	3,572
Expenses				
Operating:				
Salary and wages	1,787	1,811	1,749	2,041
Depreciation	467	558	1,033	837
Repairs and maintenance	145	133	181	79
Administrative and support services	327	450	403	756
Utilities, materials and supplies	313	308	251	351
Interest	-	50	283	151
Total - Operating expenses	3,039	3,310	3,900	4,215
(Surplus) Deficit	194	375	(578)	643

Statement of Changes in Financial Position

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Working Capital required (Provided) Operations				
Net (Income) or Loss for the year	194	375	(578)	643
Add: Depreciation and other items not requiring use of funds	(488)	(589)	(1,066)	(874)
Sub-Total	(294)	(214)	(1,644)	(231)
Capital acquisitions	493	2,917	2,600	2,956
Net expenditures charged to Appropriation Authority	199	2,703	956	2,725

Enterprise Unit - Use of Revolving Fund Authority

(Thousands of dollars)	Actual 1994-95	Actual 1995-96	Main Estimates 1996-97	Actual 1996-97
Authority	6,000	6,000	6,000	8,000
Drawdown:				
Balance as at April 1	--	199	2,815	2,902
Drawdown	199	2,703	956	2,725
	199	2,902	3,771	5,627
Balance at March 31	5,801	3,098	2,229	2,373