



Evaluation Services Directorate
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Table of contents

List of tables	ii
List of acronyms and abbreviations	ii
Deputy Minister's message	i
1. Introduction.....	1
2. Departmental context	1
2.1. Canadian Heritage mandate and role	1
3. Evaluation Services Directorate at PCH	3
3.1. Role of the evaluation function at PCH	3
3.2. Governance structure for evaluation	3
3.3. ESD priorities	3
3.4. Organizational structure and resource planning.....	4
3.5. Financial resources dedicated to the evaluation function	4
3.6. Evaluation project management and resource optimization.....	4
4. Key achievements in 2019-20	5
5. An overview of the annual planning exercise	6
6. Planned evaluation projects for 2020-21 to 2024-25.....	7
6.1. Scope of direct program spending	7
6.2. Schedule for 2020-21 to 2024-25	7
6.3. Planning other activities in 2020-21.....	9
Appendix 1 – 2020-21 Program Inventory.....	12
Appendix 2 – Annual planning exercise	14
Appendix 3 – Schedule of evaluations for 2020-21 to 2024-25	15

List of tables

Table 1 : PCH 2020-21 Main Estimates	2
Table 2 : ESD planned budget for 2020-21.....	4
Table 3 : Evaluation projects conducted and completed in 2019-20.....	5
Table 4 : Evaluation projects for 2020-21 to 2021-22.....	8
Table 5 : Cultural Affairs	15
Table 6 : Community and Identity	16
Table 7 : Official Languages, Heritage and Regions.....	17
Table 8 : Sport, Major Events, Commemorations and Portfolio Affairs.....	17
Table 9 : Strategic Policy, Planning and Corporate Affairs	18
Table 10 : Internal Services	18
Table 11 : Other	18

List of acronyms and abbreviations

CR	Core Responsibility
DRR	Departmental Results Report
DM	Deputy Minister
DP	Departmental Plan
ESD	Evaluation Services Directorate
FAA	<i>Financial Administration Act</i>
GBA+	Gender-Based Analysis Plus
Gs&Cs	Grants and Contributions
MC	Memoranda to Cabinet
OCAE	Office of the Chief Audit Executive
PCH	Canadian Heritage
PIP	Performance Information Profile
PPU	Professional Practice Unit
TBS	Treasury Board Secretariat
TB	Treasury Board

Deputy Minister's message

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage for the fiscal years 2020-21 to 2024-25, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

I confirm that this five-year rolling Departmental Evaluation Plan:

- plans to evaluate, at least every five years, all ongoing grants and contributions programs with five-year average actual expenditures of \$5 million or greater per year, in accordance with the requirements of section 42.1 of the *Financial Administration Act*;
- meets the requirements of the Mandatory Procedures for Evaluation; and
- supports the requirements of the expenditure management system, including, as applicable, Memoranda to Cabinet, Treasury Board Submissions and resource alignment reviews.

I will ensure that this plan is updated annually and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

Canadian Heritage has a broad mandate and plays an important role in the lives of Canadians. The Department supports cultural industries, the arts, sports, official and Aboriginal languages, as well as youth.

I am confident that a strong evaluation function contributes to the improvement of the Department's many programs and initiatives, enabling Canadians to create, share and participate in a diverse and inclusive society.

Hélène Laurendeau
Deputy Minister
Canadian Heritage

1. Introduction

This document describes the Canadian Heritage (PCH) five-year rolling Departmental Evaluation Plan (the Plan), developed in accordance with legislative and Treasury Board of Canada Secretariat (TBS) requirements.

The purpose of the Plan is to ensure that the Department meets its evaluation-related accountability obligations. The Plan is also an important management tool for the Head of Evaluation and supports the Deputy Minister (DM) in fulfilling her obligations under the *Financial Administration Act* (FAA) and the Treasury Board (TB) Policy Suite related to evaluation.

In accordance with the Policy on Results, the Plan clearly presents the scope of the evaluations planned for the period of 2020-21 to 2024-25 and, as required by the FAA, it ensures that the Department will evaluate grant and contribution (Gs&Cs) programs with five-year average actual expenditures of \$5 million or greater per year. The Plan also includes evaluations that are consistent with the commitments made through TB Submissions. It also examines the need to evaluate Gs&Cs programs with five-year average actual expenditures of less than \$5 million per year to use the flexibility provided by the Policy on Results.

The design of this edition of the Departmental Evaluation Plan was challenged by the COVID-19 pandemic that hit the world, including Canada, in the spring of 2020. In order to continue to provide essential services to Canadians, the PCH's crisis management team activated its Business Continuity Plan on March 26, 2020. Since the Evaluation Services Directorate was deemed non-essential, the team had to restrict its activities, in particular to allow programs to administer the Emergency Support Fund for Cultural, Heritage and Sport Organizations. This had an impact on the timelines of ongoing evaluations in the spring, as well as future evaluations, which have been adjusted accordingly, but remain subject to change depending on circumstances. The Department maintains ongoing communication with the Treasury Board Secretariat regarding the impact of the pandemic on the achievement of the evaluation plan.

The Head of Evaluation will continue to work with senior management to ensure that evaluation design meets the policy requirements and key management/stakeholder information needs associated with each program.

2. Departmental context

2.1. Canadian Heritage mandate and role

Canadian Heritage is the federal department that, along with its portfolio organizations, plays a vital role in the cultural, civic and economic life of Canadians.

The Department's mandate is set out in the *Department of Canadian Heritage Act* and focuses on strengthening and promoting "Canadian identity and values, cultural development, and heritage." The *Act* also provides for jurisdiction over human rights; multiculturalism; arts; cultural industries and heritage; sports; official languages; State ceremonial and Canadian symbols; broadcasting; conservation, export and import of cultural property; and national libraries, archives and museums.

Departmental activities are largely structured by programs and policies that promote an environment where Canadians can experience dynamic cultural expressions, celebrate their history and heritage, and build strong communities.

The Departmental Results Framework, implemented in November 2017, sets out five core responsibilities (CRs) that reflect the Department's mandate¹. The five CRs and programs, described in PCH's 2020-21 Program Inventory, are presented in Appendix 1.

According to the 2020-21 Main Estimates, PCH plans to spend more than \$1.53 billion on programs, policies, initiatives and services. Total forecasted spending for 2020-21 is outlined in the table below, based on the Department's CRs and internal services.

Table 1: PCH 2020-21 Main Estimates²

Core responsibilities	Expenditure forecasts
CR1 – Creativity, Arts and Culture	\$513,243,111
CR2 – Heritage and Celebration	\$111,012,915
CR3 – Sport	\$249,554,510
CR4 – Diversity and Inclusion	\$131,234,805
CR5 – Official Languages	\$449,167,574
Internal Services	\$80,924,496
Total budget	\$1,535,137,411

Source: Canadian Heritage – 2020-21 Departmental Plan. The figures include the following expenditures: salaries, operations and maintenance, capital, statutory expenditures, Gs&Cs and the cost of employee benefit plans.

The Prime Minister gave the Minister of Canadian Heritage the mandate to celebrate Canada's heritage and promote Canada's cultural and creative industries, to bring Canadians together and strengthen the social fabric of our country and our communities, to promote and support amateur sport, to support our athletes as they represent Canada at various competitions, to encourage young people to be active and participate in sport, and to preserve and revitalize Indigenous languages³. The mandate of the Minister of Diversity and Inclusion and Youth is to support the Government's work to build a country where every person has equal opportunity to succeed by championing the full breadth of Canada's vibrant diversity and advancing greater inclusion⁴. Finally, the mandate of the Minister of Economic Development and Official Languages is to safeguard and promote Canada's two Official Languages⁵.

¹ For more information on the Department's core responsibilities, see [Canadian Heritage – 2020-21 Departmental Plan](#).

² The Emergency Support Fund for Cultural, Heritage and Sport Organizations will be reflected in the 2021-22 to 2025-26 Evaluation Plan.

³ For more information, refer to the [Minister of Canadian Heritage Mandate Letter](#).

⁴ For more information, refer to the [Minister of Diversity and Inclusion and Youth Mandate Letter](#).

⁵ For more information, refer to the [Minister of Economic Development and Official Languages Mandate Letter](#).

3. Evaluation Services Directorate at PCH

3.1. Role of the evaluation function at PCH

The mandate of the Evaluation Services Directorate (ESD) is to provide quality and timely evaluations to support accountability, decision-making, expenditure management, continuous program improvement and policy development at PCH. In addition, the ESD provides advisory services to the Department's senior management in a variety of areas, including the preparation of Memoranda to Cabinet (MC), TB Submissions and performance measurement activities.

In addition to its primary activity of undertaking evaluation projects, the ESD carries out various activities to support and strengthen the Department's evaluation function through its Professional Practices Unit (PPU). The PPU has planning, accountability, and internal and external liaison responsibilities, and develops tools and guidance documents to ensure the function's effectiveness and efficiency.

The ESD supports the Department effectively in demonstrating results for Canadians by conducting program evaluations. By publishing evaluation reports and providing timely consultation and guidance, the ESD fulfills its role of providing evidence to inform decision-making and support program improvement.

3.2. Governance structure for evaluation

The Assistant Deputy Minister of the Strategic Policy, Planning and Corporate Affairs sector assumes the role of Head of Evaluation and reports on ESD activities directly to the PCH Executive Committee.

The Head of Evaluation and the Director General of the Planning, Evaluation and Research Branch are supported by the ESD Director and staff. The Head of Evaluation ensures that the Plan, evaluation reports and the results of monitoring the implementation of management action plans in response to evaluation recommendations are submitted in a timely manner to the Executive Committee, chaired by the DM, for review, endorsement and approval.

3.3. ESD priorities

To fulfill its mandate while supporting PCH and Government of Canada priorities, the ESD will focus on the following priorities in 2020-21: Gender-Based Analysis Plus (GBA+), Aboriginal peoples, LGBTQ2 communities and accessibility.

In addition, the ESD will continue to:

- effect timely delivery of high-quality evaluations, within budget and in conformance with professional standards, to support decision-making and meet legal and TB requirements;
- enrich ESD capacity by investing in people and fostering an environment of innovating thinking;
- ensure timely public release of evaluation reports;
- encourage timely implementation of Management Action Plans in response to evaluation recommendations.

3.4. Organizational structure and resource planning

The ESD currently has 20.55 full-time equivalents, 77.81% of which are dedicated exclusively to Plan commitments⁶. The other employees are part of the PPU and the office of the Director. In addition, the ESD hires several students annually to support its activities.

The ESD will continue to strengthen evaluation internal capacity through recruitment, professional development and training. Therefore, the ESD supports the professionalization of the evaluation function by enabling employees to obtain the Credentialed Evaluator designation through the Canadian Evaluation Society's Professional Designation Program. To date, two ESD employees have obtained the designation and two others are in the process of obtaining it.

To fulfill its mandate, the ESD takes into account the required and available resources, the duration of each evaluation project based on the level of risk and complexity, and the needs identified during consultations with program officials at the time of the Plan's development.

3.5. Financial resources dedicated to the evaluation function

Since 2016-17, the ESD has a permanent budget allocated to evaluation projects. The following table provides an overview of planned evaluation and human resource expenditures for 2020-21.

Table 2: ESD planned budget for 2020-21

Expenditure type	Estimated budget (December 2019)
Salary (A-Base)	\$2,050,739
Non-salary expenditures*	\$984,000
Total	\$3,034,739
Full-time equivalents**	24.00

*Operating budget, not allocated to Plan execution

**Including students and employees who will be hired throughout the year

3.6. Evaluation project management and resource optimization

The ESD uses the expertise of other internal services, such as the Policy Research Group and the Financial Management Branch (financial planning and Gs&Cs Centre of Expertise). Targeted external resources are also hired to conduct specialized studies or meet temporary needs. This hybrid approach provides flexibility and added value to the ESD.

To successfully carry out its activities, the ESD will continue to implement strategies that provide relevant, high-quality, timely and cost-effective evaluation products and services. These strategies include, but are not limited to:

- taking advantage of the flexibility provided in the Policy to calibrate and align the work scope with the needs of management;

⁶ As of December 31, 2019.

- including a contingency period at the planning stage of most projects to respond to unforeseen circumstances;
- considering the use of innovative evaluation methods and processes to overcome challenges;
- working with PCH's Office of the Chief Audit Executive (OCAE) in developing the Risk-Based Audit Plan and the Departmental Evaluation Plan, and in reporting on the implementation of action plans to the Executive Committee in response to evaluation recommendations;
- evaluating program risks for evaluation planning purposes to effectively determine the resources required for an evaluation project.

4. Key achievements in 2019-20

As part of the 2019-20 to 2022-24 Plan, the ESD worked on 16 evaluation projects covering 20 programs and initiatives. Of these, six projects have been completed within FAA timelines (see Table 3 below), and ten will continue in 2020-21 (see Table 4).

Table 3: Evaluation projects conducted and completed in 2019-20

No.	Evaluation Title	Approval date	Publication date
1	Canada Arts Presentation Fund (grouped)	August 20, 2019	December 17, 2019
	Canada Cultural Spaces Fund (grouped)	August 20, 2019	December 17, 2019
	Canada Cultural Investment Fund (grouped)	August 20, 2019	December 17, 2019
2	Canada Music Fund	July 26, 2019	February 11, 2020
3	Canada Book Fund	July 31, 2019	December 11, 2019
4	Funding allocated by the Department of Canadian Heritage to the TV5 Program	October 29, 2019	February 25, 2020
5	Canadian Heritage's Communications Services	November 12, 2019	February 18, 2020
6	Youth Employment Strategy (led by Employment and Social Development Canada)	February 28, 2020	August 6, 2020

Status as of August 20, 2020

The ESD provided advisory services in a variety of areas, including feedback and advice on the preparation of MC and TB Submissions regarding initiatives or programs led by PCH and by other departments in which PCH was involved. It also contributed to other planning and performance documents (e.g. Departmental Plan [DP], Departmental Results Report (DRR), Program Terms and Conditions).

In accordance with the Policy, the ESD conducts follow-up activities with program officials to assess progress in implementing approved management action plans in response to evaluation recommendations. The ESD reports the results of these follow-up activities to the Executive Committee once to twice a year.

This year, the ESD has aligned its recommendation monitoring process with that of the OCAE. The changes to this process have increased the efficiency of the evaluation function and of program officials by providing a joint and timely status update on the implementation of recommendations to senior management when mid-year results are presented to the Executive Committee. Programs thus continue to assess the status of implementation of their recommendations and to provide justifications. However, evidence is required only once the recommendation is fully implemented. The ESD now provides updates at the recommendation level, as well as on the management action plan items.

The ESD mandated the Policy Research Group to conduct a post-project survey to obtain feedback on the value and use of evaluations by focusing on the following areas: relationship, process and report, value and evaluation project management. Overall, the results of the past year showed a good satisfaction rating (100% of respondents).

The ESD also conducted various corporate activities, such as the mid-year Plan review; the development of several work tools and templates; the review of evaluation processes; the review of the Evaluation 101 presentation; the analysis of dashboard data for monitoring evaluation projects; the response to planning activities (integrated business plan, management accountability framework, etc.); monthly monitoring of the status of evaluation projects using a dashboard; the response to access to information and privacy requests; and activities related to the publication of evaluation reports on canada.ca in both official languages. The ESD also participated in the Data Strategy Working Group and the Sustainable Development Goals Working Group.

5. An overview of the annual planning exercise

In accordance with TB requirements, the ESD conducts an annual planning exercise to identify evaluation projects that will be conducted during the next five-year evaluation cycle. The key steps are to identify the evaluation universe, plan the process, consult, prioritize the evaluation projects and obtain approval for the Plan (for more details, see Appendix 2).

While continuing to work together with the OCAE, a strategic approach was used to prepare the plans this year. To ensure that the work is complementary and not redundant, attention was paid to risk level, priorities and coordination between the two functions. Some activities related to the Plan update were carried out in collaboration with the OCAE, including:

- the planning phase (timetable, joint consultation questionnaires);
- joint consultations with program managers;
- alignment of evaluation and audit schedules;
- identification of projects that could be carried out jointly;
- simultaneous presentation of the respective plans to the Executive Committee.

For those projects that appear on both plans⁷, key documentation and interview notes will be shared between the evaluation and audit teams. The goal of this new collaborative approach is to foster greater synergy between the evaluation and audit functions and to ensure that every effort is made to reduce overlap or undue program burden.

⁷ The audit projects are presented in Appendix 3 under the column “2020-21 to 2022-23 Planned audits.”

6. Planned evaluation projects for 2020-21 to 2024-25

6.1. Scope of direct program spending

The evaluation plan provides coverage for 92% of the total expenditures for 2020-21, including 100% of the expenditures of ongoing Gs&Cs programs subject to evaluation in accordance with the requirements of section 42.1 of the FAA.

6.2. Schedule for 2020-21 to 2024-25

The evaluation schedule (detailed in Appendix 3) lists all evaluation projects that PCH will carry out from 2020-21 to 2024-25. In addition to the planned evaluation dates, the schedule indicates the following for each sub-program and initiative to be evaluated: the expected program expenditures, the level of risk associated with the program, and the planned audit dates for the next three years.

As required, over the next five years, coverage will include all ongoing Gs&Cs programs with five-year average actual expenditures of \$5 million or greater per year, as well as evaluations consistent with TB Submission commitments.

The policy does not require periodic evaluations for programs with five-year average actual expenditures of less than \$5 million per year. The Department has only five Gs&Cs programs in this category, three of which have commitments made in TB Submissions.

Taking advantage of this flexibility, some evaluations have been set aside or do not have a specific evaluation date within the next five years. These are programs with an average expenditure of less than \$5 million that are not subject to the FAA requirement to review program relevance and effectiveness, or programs that do not have Gs&Cs expenditures.

Table 4 below presents the projects planned for 2020-21, including those initiated in the previous years that will continue this fiscal year (10) and those that will begin this fiscal year (4), as well as the projects planned to start in 2021-22 (6 including 1 in reserve). A total of 14 evaluation projects involving 17 programs and initiatives, including one horizontal evaluation led by PCH, which will be ongoing during the 2020-21 fiscal year. In compliance with the Policy on Results, the Plan considers the evaluation of Gs&Cs programs exempted from FAA section 42.1 as a result of their five-year actual expenditures being less than \$5 million per year (presented in grey in Table 4).

Table 4: Evaluation projects for 2020-21 to 2021-22

Program name	Latest approval date	Start date	Projected end date
Evaluation projects 2020-21			
Canada 150	N/A	March 2017	August 2020
Capital Experience	N/A	June 2018	April 2021
Official Languages Coordination Program (section 42 of the <i>Official Languages Act</i>)	October 2005	June 2018	February 2021
Canada Media Fund	July 2015	January 2019	December 2020
Canada Periodical Fund	June 2015	January 2019	December 2020
Museums Assistance Program	December 2015	July 2019	March 2021
Indigenous Languages and Cultures Program	March 2016	July 2019	May 2021
Exchanges Canada	February 2016	September 2019	May 2021
Hosting Program*	March 2016	October 2019	August 2021
Sport Support Program*			
Athlete Assistance Program*			
Canada History Fund	July 2015	January 2020	September 2021
Development of Official-Language Communities Program*	May 2017	September 2020	May 2022
Enhancement of Official Languages Program*			
Horizontal evaluation of the Action Plan for Official Languages 2018-2023: Investing in Our Future ⁸	May 2017	September 2020	May 2022
International Trade: Creative Export Strategy	Never been evaluated	September 2020	February 2022
Building Communities Through Arts and Heritage	October 2016	January 2021	October 2021
Evaluation projects 2021-22			
Community Support, Multiculturalism and Anti-Racism Initiatives Program, including the Anti-Racism Action Program	March 2018	April 2021	September 2022
The Department of Canadian Heritage's Response to the COVID-19 Pandemic	N/A	June 2021	November 2022
Local Journalism Initiative (formative evaluation)	N/A	September 2021	September 2022
Celebration and Commemoration Program	March 2018	October 2021	December 2022
Canada Arts Training Fund	February 2019	September 2022	November 2023
Harbourfront Centre Funding Program (in reserve)	September 2018		

* Grouped evaluation

⁸ Evaluation arising from a Treasury Board Submission commitment.

6.2.1. Changes to the Plan schedule

Some changes have been made to last year's Plan to address the needs of programs and the ESD's internal capacity, and to better reflect the flexibility of the Policy on Results. The key changes are as follows:

- At the request of the program, the evaluation of the History Fund has been pushed forward to January 2020, while the evaluation of Building Communities Through Arts and Heritage will begin in January 2021.
- The grouped evaluation of the Canadian Conservation Institute and the Canadian Heritage Information Network has been postponed until July 2023 to take into account the needs of the programs.
- The evaluation of the Human Rights Program and the Court Challenges Program was postponed by one year due to the program implementation date.
- Two new initiatives at PCH were included in the Plan: the Local Journalism Fund and the Digital Citizenship Initiatives.
- Two new secretariats are now managed within PCH: the LGBTQ2 Secretariat and the Youth Secretariat.
- All timelines for 2020-21 and some for 2021-22 have been modified in light of COVID-19.
- An evaluation of the Department of Canadian Heritage's Response to the COVID-19 Pandemic has been added.

6.3. Planning other activities in 2020-21

In addition to conducting evaluations, the ESD is involved in a wide range of activities to support and strengthen evaluation and performance measurement work. These activities are briefly described below.

COVID-19

In response to COVID-19, the Evaluation Services Directorate (ESD) supported the Strategic Planning Directorate in developing a logic model and a performance measurement framework for the department. The performance measurement framework confirms the support received by PCH in response to the pandemic through the Emergency Support Fund for Culture, Heritage and Sport Organizations.

The ESD also played a leading role in the development of an evaluation framework that will guide a discretionary evaluation of the Department of Canadian Heritage regarding its internal and external mobilization and adaptation in its response to the COVID-19 pandemic. The evaluation is planned for 2021–2022.

The latter two documents were used in meetings of the COVID-19 working group chaired by the Director General of the Planning, Evaluation and Research Branch, and were presented to the COVID-19 Update committee chaired by the Head of Evaluation.

Finally, the ESD also supported the International Trade Policy group in developing a survey for funding applicants regarding the Emergency Support Fund for Culture, Heritage and Sport Organizations.

Advisory Services

In addition to providing evaluation advisory services and support for MC reviews and TB Submissions, with their respective results appendix, the ESD provides advice on the Departmental Plan, Departmental Results Reports and other related activities. The ESD also responds annually to various corporate requests, including the TBS Capacity Survey on Results functions and Statistics Canada's Survey of Federal Science Expenditures and Personnel.

In addition, in 2020-21, the ESD is committed to working with the Strategic Planning Directorate to review the Department's Performance Information Profiles (PIPs).

Diversity and Inclusion

Where relevant, the ESD will continue its efforts to consider government priority groups, such as Aboriginal communities, official language minority communities, and Gender-based Analysis Plus target groups.

As a result of the *Accessible Canada Act*, the ESD will develop a methodological framework to incorporate into its evaluations accessibility issues and barriers to persons with disabilities, such as learning or communication impairments and functional limitations.

Policy on Results Audit⁹

The OCAE audited the implementation of the Policy on Results. In general, the audit concluded that PCH has put in place a management control framework to implement the requirements of the policy and results directive. However, the audit identified opportunities for improvement in terms of performance measurement capacity, governance, resource allocation and monitoring. The ESD will continue to support the Strategic Planning Directorate in the implementation of its six recommendations.

Neutral Assessment

The three recommendations of the neutral assessment completed in March 2019 concerned the two-tier governance structure for evaluation, the possibility that the evaluation function be located with the OCAE, and improvements to the evaluation planning process.

The first two recommendations have been implemented. The evaluation now reports directly to the Executive Committee, which alleviated the administrative process. The evaluation function has remained within the Planning, Evaluation and Research Branch. With respect to the third recommendation, the ESD will continue to find ways to improve the planning of its evaluations, such as by analyzing dashboard data to inform the planning of future evaluation projects.

⁹ Office of the Chief Audit Executive. Audit of the implementation of the Policy on Results, 2019.

Departmental Working Groups

Continuing its support of the PCH Data Strategy, the ESD will participate in the working group and contribute to the strategy by reporting gaps identified during program evaluation.

The ESD will also continue its participation in the Sustainable Development Goals Working Group.

Appendix 1 – 2020-21 Program Inventory

Core responsibilities and program inventory	Components
Core responsibility 1	Creativity, Arts and Culture
1. Arts	1.1 Canada Arts Presentation Fund 1.2 Canada Cultural Spaces Fund 1.3 Canada Arts Training Fund 1.4 Canada Cultural Investment Fund 1.5 Harbourfront Centre Funding Program
2. Cultural Marketplace Framework	2.1 Broadcasting and Digital Communications (including the Digital Citizen Initiative) 2.2 Film and Video Policies 2.3 Creative Marketplace and Innovation 2.4 International Trade (including the Creative Export Strategy) 2.5 Cultural Sector Investment Review
3. Support and Development of Cultural Industries	3.1 Canada Media Fund 3.2 Canadian Film or Video Production Tax Credits 3.3 TV5 3.4 Canada Book Fund 3.5 Canada Periodical Fund 3.6 Canada Music Fund 3.7 Local Journalism Initiative
Core responsibility 2	Heritage and Celebration
4. National Celebrations, Commemorations and Symbols	4.1 State Ceremonial and Protocol 4.2 Capital Experience 4.3 Celebration and Commemoration Program
5. Community Engagement and Heritage	5.1 Building Communities Through Arts and Heritage
6. Preservation and Access to Heritage	6.1 Museums Assistance Program 6.2 Canadian Heritage Information Network 6.3 Canada Travelling Exhibitions Indemnification Program 6.4 Canadian Conservation Institute 6.5 Movable Cultural Property Program
7. Learning About Canadian History	7.1 Canada History Fund
Core responsibility 3	Sport
8. Sport Development and High Performance	8.1 Athlete Assistance Program 8.2 Sport Support Program 8.3 Hosting Program

Core responsibility 4	Diversity and Inclusion
9. Multiculturalism	9.1 Community Support, Multiculturalism, and Anti-Racism Initiatives Program 9.2 Anti-Racism Action Program
10. Human Rights	10.1 Human Rights Program (including the Court Challenges Program) 10.2 LGBTQ2 Secretariat
11. Indigenous Languages and Cultures	11.1 Indigenous Languages and Cultures Program
12. Youth Engagement	12.1 Exchanges Canada Program 12.2 Youth Take Charge 12.3 Youth Secretariat
Core responsibility 5	Official Languages
13. Official Languages	13.1 Development of Official Languages Communities Program 13.2 Enhancement of Official Languages Program 13.3 Official Languages Coordination Program

Appendix 2 – Annual planning exercise

Overview of the Annual Planning Exercise

In compliance with the Treasury Board's requirements, the Evaluation Services Directorate undertakes an annual planning exercise to determine which evaluation projects will be conducted during the next five-year evaluation cycle.



1 EVALUATION UNIVERSE

The evaluation universe is the **starting point for planning**. The **2020-2021 program directory**, which indicates the Department's direct program spending, and the Departmental Results Framework, were used as a basis for determining the evaluation universe to give us an **overview of all the mandatory and potential "evaluable" units**.

2 PLANNING PROCESS

- a. **Consultation of relevant documents** (Policy on Results Interim Guidance¹, Departmental Plan, Departmental Risk Profile, Performance Information Profiles) used as a reference to **account for the environmental context and determine the potential changes and additions**.
- b. **Risk evaluation for planning purposes** to update program information.

- c. Preparation of the **Annual Reference Level Update** for the coming year.
- d. **Analysis of mandatory evaluations under the Financial Administration Act and commitments stemming from Treasury Board submissions**, compared with discretionary evaluations in accordance with the flexibility offered by the Directive on Results.



3 CONSULTATIONS

The **Evaluation Services Directorate has conducted consultations** with the Treasury Board Secretariat, the Office of the Chief Audit Executive, Program's senior management and other federal departments and agencies. The objective was to **set departmental priorities** with regard to evaluation **and take into consideration the specific needs and concerns** expressed by the partners.

4 PRIORITIZATION OF EVALUATION PROJECTS

Risk evaluation for purposes of planning evaluation projects and consultations, keeping in mind the review of documents to be used **to update the five-year evaluation schedule**. They are also used to ensure the **balanced distribution of resources and efforts**, as well as to **meet the requirements** of the Treasury Board Secretariat.



5 APPROVAL

- a. **The draft plan** is submitted to the Director of the Evaluation Services Directorate, the Director General and the Head of Evaluation.
- b. The plan is submitted to the **Executive Committee**, which can recommend it for approval by the Deputy Minister.

- c. The plan is **forwarded to the Treasury Board Secretariat** and posted on the **canada.ca** site.



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¹ Last update August 2018

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Appendix 3 – Schedule of evaluations for 2020-21 to 2024-25

This evaluation schedule was developed based on the following: the Plan for 2019-20 to 2023-24; legislation; commitments made in TB Submissions; consultations with program management, representatives from TBS and federal departments and agencies; coordination with the OCAE; information provided in risk fiches for program evaluation purposes; and updated reference levels obtained from the Financial Management Branch.

The level of risk for planning evaluation projects is based on the following six factors: (1) the program's relative importance (in terms of budget); (2) performance management capacity and soundness of the program theory; (3) program complexity; (4) responsiveness – public interest and visibility; (5) preparedness for the evaluation; and (6) specific information needs of the program or senior management. The level of overall risk is of utmost importance in determining the level of effort and resources needed to conduct evaluation projects.

While taking the programs' specific needs and concerns into consideration, the timelines thus established reflect departmental evaluation priorities and risks.

In the tables on the following pages, projects exempted from section 42.1 of the FAA in accordance with the Policy on Results are presented in grey.

Table 5: Cultural Affairs

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
1	CR1	Canada Arts Presentation Fund	\$46,321,589	Moderate				Start March 2022		End May 2023	
2	CR1	Canada Cultural Spaces Fund	\$60,152,530	Moderate					Start March 2023		End May 2024
3	CR1	Canada Arts Training Fund	\$24,420,455	Moderate					Start September 2022	End November 2023	
4	CR1	Canada Cultural Investment Fund	\$24,905,612	Moderate					Start March 2023		End May 2024
5	CR1	Harbourfront Centre Funding Program (in reserve)	\$5,135,418	Moderate	2022-23						
6	CR1	Canada Media Fund	\$135,485,251	Moderate		Started in January 2019	End December 2020				
7	CR1	International Trade: Creative Export Strategy	\$16,827,952	High	2020-21 (Frankfurt Book Fair)		Start September 2020	End February 2022			
8	CR1	Broadcasting and Digital Communications: The Digital Citizenship Initiative (in reserve)	\$9,953,524	Moderate							
9	CR1	Film and Video Policies	\$1,788,992	N/A							
10	CR1	Creative Marketplace and Innovation	\$72,013	N/A							
11	CR1	Cultural Sector Investment Review	\$821,511	N/A							
12	CR1	Canada Music Fund	\$38,508,539	Moderate					Start April 2022	End April 2023	

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
13	CR1	Canada Book Fund	\$45,078,251	Moderate					Start February 2023		End April 2024
14	CR1	Canada Periodical Fund	\$79,480,558	Moderate		Started in January 2020	End December 2020				
15	CR1	TV5	\$13,652,881	Moderate					Start March 2023		End May 2024
16	CR1	Canadian Film or Video Production Tax Credits	\$158,544	Moderate							
17	CR1	Local Journalism Initiative (formative evaluation)	\$10,479,491	High	2020-21 (in reserve)			Start September 2021	End September 2022		
	CR1	Local Journalism Initiative ¹⁰		High							Start April 2024

Table 6: Community and Identity

#	CR	Program name	Planned spending (DP 2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
18	CR2	Canada History Fund	\$5,013,719	Low		Started in January 2020		End September 2021			
19	CR4	Exchanges Canada Program	\$20,469,521	Moderate		Started in September 2019		End May 2021			
20	CR4	Youth Take Charge ¹¹ (in reserve)	\$4,938,956	Low							
21	CR4	Youth Secretariat	\$1,342,538	N/A							
22	CR2	Building Communities Through Arts and Heritage	\$29,057,375	Moderate			Start January 2021	End October 2021			
23	CR4	Indigenous Languages and Cultures Program	\$65,914,852	High		Started in September 2019		End May 2021			
24	CR4	Community Support, Multiculturalism and Anti-Racism Initiatives Program (grouped 24 and 25)	\$25,858,561	High	2022-23			Start April 2021	End September 2022		
25	CR4	Anti-Racism Action Program (grouped 24 and 25)	\$5,000,000	High				Start April 2021	End September 2022		

¹⁰ Evaluation arising from a Treasury Board Submission commitment.

¹¹ Evaluation arising from a Treasury Board Submission commitment.

Table 7: Official Languages, Heritage and Regions

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
26	CR2	Museums Assistance Program	\$17,906,460	Moderate		Started in July 2019	End March 2021				
27	CR2	Canada Travelling Exhibitions Indemnification Program (in reserve)	\$356,973	Low							
28	CR2	Canadian Conservation Institute (in reserve) (grouped 28 and 29)	\$10,245,020	Moderate							
29	CR2	Canadian Heritage Information Network (in reserve) (grouped 28 and 29)	\$2,506,896	Moderate							
30	CR2	Movable Cultural Property Program (in reserve)	\$443,594	Moderate							
31	CR5	Development of Official-Language Communities Program (grouped 31 and 32)	\$308,791,888	High	2021-22		Start September 2020		End May 2022		
32	CR5	Enhancement of Official Languages Program (grouped 31 and 32)	\$134,601,457	High			Start September 2020		End May 2022		
33	CR5	Horizontal Evaluation of the Action Plan for Official Languages – 2018-2023: Investing in Our Future ¹²	N/A	High			Start September 2020		End May 2022		
34	CR5	Official Languages Coordination Program (section 42 of the <i>Official Languages Act</i>)	\$5,774,229	Moderate		Started in June 2018	End February 2021				

Table 8: Sport, Major Events, Commemorations and Portfolio Affairs

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
35	CR2	Celebration and Commemoration Program	\$25,952,187	Moderate				Start October 2021	End December 2022		
36	CR2	Capital Experience	\$13,963,102	Moderate	2022-23	Started in June 2018		End April 2021			
37	CR2	State Ceremonial and Protocol (federal grant program for Lieutenant Governors) ¹³	\$5,567,589	Moderate							
38	CR3	Hosting Program (grouped 38, 39, 40)	\$33,774,395	Moderate		Started in October 2019		End August 2021			

¹² Evaluation arising from a Treasury Board Submission commitment.

¹³ In accordance with the Policy on Results, the PCH Executive Committee has scheduled the next evaluation to be completed in 2028. This decision is based on the results of the evaluation and the low risk of the program. The Evaluation Services Directorate may revise the evaluation schedule if changes in the program environment or context occur.

39	CR3	Sport Support Program (grouped 38, 39, 40)	\$182,225,834	Moderate	2022-23 (in reserve)	Started October 2019		End August 2021			
40	CR3	Athlete Assistance Program (grouped 38, 39, 40)	\$33,554,281	Moderate		Started October 2019		End August 2021			

Table 9: Strategic Policy, Planning and Corporate Affairs

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
41	CR4	Human Rights Program	\$6,926,880	High	2021-22						
42	N/A	Court Challenges Program ¹⁴	Included in #41	High	Included in #41					Start September 2023	End February 2025
43	CR4	LGBTQ2 Secretariat	\$783,497	N/A							

Table 10: Internal Services

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
44	N/A	Internal Services ¹⁵	\$80,924,496	N/A							

Table 11: Other

#	CR	Program name	Planned spending (2020-21)	Evaluation risk level	Planned audits 2020-21 to 2022-23	Start date prior to 2020-21	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25
45	N/A	Canada 150	N/A	N/A		Started March 2017	End August 2020				
46	N/A	The Department of Canadian Heritage's Response to the COVID-19 Pandemic	N/A	N/A				Start June 2021	End November 2022		

¹⁴ Evaluation arising from a Treasury Board Submission commitment.

¹⁵ These include Acquisition Services; Financial Management Services; Human Resources Management Services; Information Management Services; Communications Services; Material Services; Real Property Services; Legal Services; and Governance and Management Support.