



Canadian Heritage Departmental Evaluation Plan

2022-23 to 2026-27

Evaluation Services Directorate
June 6, 2022

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List of acronyms and abbreviations

ADM	Assistant Deputy Minister
BCP	Business Continuity Plan
CR	Core Responsibility
DRF	Departmental Results Framework
DRR	Departmental Results Report
DM	Deputy Minister
DP	Departmental Plan
DRF	Departmental Results Framework
ESD	Evaluation Services Directorate
FAA	<i>Financial Administration Act</i>
GBA Plus	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
SPPCA	Strategic Policy, Planning and Corporate Affairs
The plan	Departmental Evaluation Plan
TBS	Treasury Board Secretariat
TB	Treasury Board

Deputy Minister's message

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage (PCH) for the fiscal years 2022-23 to 2026-27 for submission to the Treasury Board of Canada Secretariat (TBS) as required by the Policy on Results (2016).

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

- allows PCH 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 (FAA)*;
- 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.

The Department has a broad mandate and plays an important role in the lives of Canadians. PCH supports cultural industries, the arts, heritage and celebration, sports, official languages, Indigenous languages, diversity and inclusion, as well as youth.

Since the spring of 2020, the Department has contributed to the Government of Canada's response to the COVID-19 pandemic. It will continue to support the recovery and reopening of the arts, culture, heritage and sports sectors in 2022-23. As the pandemic evolves and many activities return to a new normal, PCH will play an important role in stabilizing sectors which are important to Canadians and contribute to the Canadian economy.

This current five-year evaluation plan outlines key priorities for the function and presents a calendar of projects that respects the Policy on Results and the FAA. Building on the important progress made in 2021-22 on the backlog of mandatory evaluations, the Department will fully complete the remaining projects delayed due to its focus on the response to the pandemic. The Department will also continue to improve how evaluations support government priorities on Gender-based Analysis Plus (GBA Plus), diversity and inclusion, reconciliation, accessibility, and sustainable development.

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.

Evaluation results are supporting evidence-based decision-making. 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.

Isabelle Mondou
Deputy Minister
Canadian Heritage

1. Introduction

The Canadian Heritage (PCH) five-year Departmental Evaluation Plan, 2022-23 to 2026-27 (the plan), was developed in accordance with the Treasury Board Secretariat (TBS) Policy on Results and the *Financial Administration Act* (FAA). The Policy on Results and the FAA requires that all large departments evaluate grants and contributions (Gs&Cs) programs with five-year average actual expenditures of \$5 million or greater per year every five years. In addition to FAA-required projects, the plan also includes evaluations required to address commitments made through TB Submissions. It considers the evaluation of other programs and initiatives based on risks and senior management needs.

The plan reflects the continued impacts of the COVID-19 pandemic on the PCH evaluation function. Starting in the spring of 2020, the Department responded to the pandemic by providing support measures and financial relief for the culture, heritage and sport sectors. As communicated to TBS, many evaluations that were planned for approval in 2020-21 and 2021-22 were delayed and missed their deadlines to respect the FAA.

Over the coming year, PCH will prioritize the completion of all FAA-required evaluations. It will continue to adapt and improve its evaluation function to provide timely and useful analysis that contributes to senior management decision-making. The Head of Evaluation will maintain strong communication with senior management to ensure that evaluation timing and design meet the Policy requirements and departmental information needs. PCH will continue to re-evaluate its evaluation schedule and communicate any changes to TBS as needed.

2. 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, as set out in the *Department of Canadian Heritage Act*, 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.

PCH's Departmental Results Framework (DRF), established in November 2017, sets out five core responsibilities (CRs) that reflect the Department's mandate¹: Creativity, Arts and Culture; Heritage and Celebration; Sport; Diversity and Inclusion; and Official Languages. According to the 2022-23 Main Estimates, PCH plans to spend more than \$2.18 billion on these CRs and internal services (Table 1).

¹ For more information on the Department's core responsibilities, see [Canadian Heritage — 2022-23 Departmental Plan](#).

Table 1: PCH 2022-23 Main Estimates

Core responsibilities	Expenditure forecasts
CR1 – Creativity, Arts and Culture	\$693,223,296
CR2 – Heritage and Celebration	\$190,685,235
CR3 – Sport	\$327,068,407
CR4 – Diversity and Inclusion	\$260,786,472
CR5 – Official Languages	\$622,859,750
Internal Services	\$89,741,629
Total budget	\$2,184,364,789

Source: Canadian Heritage – 2022-23 Departmental Plan. The figures include the following expenditures: salaries, operations and maintenance, capital, statutory expenditures, Gs&Cs and the cost of employee benefit plans.

3. Evaluation Function at Canadian Heritage

3.1. Governance

The Assistant Deputy Minister (ADM) of the Strategic Policy, Planning and Corporate Affairs (SPPCA) sector assumes the role of Head of Evaluation and reports directly to the Deputy Minister (DM). As Head of Evaluation, the ADM SPPCA 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 subsequent approval by the DM.

The Head of Evaluation and the Director General of the Planning, Evaluation and Research Branch are supported by the work of the Evaluation Services Directorate (ESD) which is led by the Director of Evaluation.

3.2. Evaluation Services Directorate

The ESD has a mandate to provide quality and timely evaluations to support accountability, decision-making, expenditure management, continuous program improvement and policy development at PCH. The ESD also 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.

The ESD's organizational structure was adapted in 2020-21 to address workload challenges and improve oversight and timeliness of evaluations. In addition to the director and administrative staff, the ESD has three project teams led by managers, as well as a Professional Practices Unit (PPU). The project teams lead individual evaluations. The PPU coordinates planning and reporting activities. It develops tools and guidance documents to ensure the function's effectiveness and efficiency.

The ESD currently has funding for 24 full-time equivalents (FTE). It has 2 additional temporary positions funded until March 2023 to support additional requirements related to the COVID-19 pandemic. The ESD also hires students annually to support its activities and provide capacity development opportunities.

The ESD conducts careful planning and leverages internal and external resources to fulfill its mandate. For example, it frequently draws upon the expertise of PCH's Policy Research Group as well as the Financial Management Branch (financial planning and Gs&Cs Centre of Expertise). Based on analysis of needs and risks as well as available internal evaluation capacity, the ESD may call on the services of a pre-qualified evaluation consulting firm for certain projects under a multi-year contract developed through a procurement process. This hybrid approach provides flexibility and supports the ESD in the implementation of the plan.

Other elements of the ESD's strategic approach include:

- taking advantage of the flexibility provided in the Policy to calibrate and align the work scope with the needs of senior management and program risks;
- having a contingency period at the planning stage of most projects to adapt to unforeseen circumstances;
- 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 and audit recommendations.

3.3. Financial resources dedicated to the evaluation function

Since 2016-17, the ESD has a permanent budget allocated to evaluation projects. For 2022-23, the ESD has a planned budget of approximately \$2.5 million total (Table 2) including human resource and other operational expenditures. In addition to these operational budget amounts, the ESD will receive funding from sectors for specific projects that were negotiated as part of program funding request processes.

Table 2: ESD planned budget for 2022-23

Expenditure type	Estimated budget (March 2022)
Salary (A-Base)	\$2,193,408
Non-salary expenditures	\$339,994
Total	\$2,533,402
Full-time equivalents	24

4. Key achievements in 2021-22

Addressing the backlog of FAA-required evaluations was the most important achievement for the function in 2021-22. The ESD worked on 14 evaluation projects covering 18 programs and initiatives in 2021-22. Of these, the ESD completed six evaluations (Table 3) with eight projects continuing for approval in 2022-23.

Table 3: Evaluation projects conducted and completed in 2021-22

No.	Evaluation Title	Approval date	Publication date
1	Evaluation of the Museums Assistance Program	July 19, 2021	November 25, 2021
2	Grouped Evaluation of Sport Canada Programs	October 25, 2021	February 21, 2022
3	Evaluation of the Canada Media Fund	September 28, 2021	January 25, 2022
4	Evaluation of the Capital Experience Program	January 6, 2022	May 5, 2022
5	Evaluation of the Canada Periodical Fund Program	January 9, 2022	May 6, 2022
6	Evaluation of the Exchanges Canada Program	March 28, 2022	Target: July 25, 2022

Status as of May 11, 2022

Despite these successes, the pandemic continued to impact the ability of PCH to fully complete all of the evaluations planned for 2021-22. It was necessary to adjust timelines for almost all planned projects as the work of the ESD is reliant in part on the participation of program officials, recipients and other stakeholders, whose focus remained on addressing the impact of COVID-19. At the end of 2021-22, there remained two program evaluations that will miss their FAA deadlines due to internal capacity limitations. The Head of Evaluation, the DM and TBS were kept informed of changes to the Evaluation Plan throughout the year.

In 2021-22, the ESD dedicated effort on improving its ability to integrate question related to GBA Plus, equity and diversity, accessibility, and sustainable development. The ESD drafted an internal tool for evaluators to better integrate questions and indicators to assess the progress of programs in meeting commitments to equity-deserving groups and in addressing complex questions related to diversity and inclusion, including notions of accessibility, anti-racism, reconciliation between Indigenous and non-Indigenous Canadians, GBA Plus and LGBTQ2. The tool will be fully piloted in 2022-23. The ESD also began developing approaches to better consider how questions and indicators related to sustainable development could be integrated into evaluation projects.

The ESD conducted follow-up activities with program officials to assess progress in implementing approved management action plans in response to evaluation recommendations, as per the Policy on Results. The ESD reports the results of these assessments to the Executive Committee at least annually. The 2021-22 midyear follow-up on the implementation of evaluation recommendation reported on 18 evaluation reports comprising of 31 outstanding recommendations. Of these, 6 were completed, 8 were on schedule and 17 were delayed, mostly due to the repercussions of COVID-19.

The ESD continued its work with the PCH Policy Research Group to conduct post-evaluation project surveys with program officials. The surveys provided feedback from programs on the utility of evaluations by focusing on the following areas: relationships, processes and reports, value, and project management. Overall, the results of the past year showed a good satisfaction rating (90% of respondents).

In terms of other advisory, planning and collaborative activities, the ESD also:

- provided feedback and advice on the preparation of a high level of MC and TB submissions as well as other advisory services;
- contributed to planning and performance documents and activities including the Departmental Plan (DP), the Departmental Results Report (DRR), the Program's Terms and Conditions, and updates to the PCH Departmental Results Framework (DRF);

- strengthened collaboration with the OCAE, continued to align recommendation monitoring processes to allow joint and timely status updates to senior management;
- conducted various corporate activities, such as the mid-year plan review, the analysis of dashboard data for monitoring evaluation projects, planning activities, and the development of several work tools and templates; and
- participated in the Data Strategy Working Group, the COVID-19 Working Group, the Sustainable Development Goals Working Group, the Planner's Networking Group, and other working groups aiming to share best practices and improve evaluation tools.

5. Planning for 2022-23 to 2026-27

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 1). The directorate collaborated with the OCAE to identify projects that could be conducted jointly, as well as to share the schedules of the two functions with the aim of reducing potential overlaps or excessive burden on programs².

5.1. Priorities

5.1.1. Standards and requirements

Based on feedback gathered through consultations with senior management, the ESD will focus on ensuring the timely delivery of findings, conclusions and recommendations that conform with professional standards and address the requirements set out in the TBS Policy on Results, the FAA, and senior management needs. The ESD will continue refining administrative processes to ensure timely public release of evaluation reports and analysis of the progress on the implementation of Management Action Plans in response to evaluation recommendations.

5.1.2. Horizontal priorities

The ESD will also continue and strengthen its examination of key horizontal priorities. All evaluations will apply a GBA Plus lens. In addition, evaluations will consider questions and indicators related to:

- a broader lens of diversity and inclusion, including accessibility and consideration of equity-deserving groups;
- reconciliation with Indigenous peoples³;
- sustainable development;
- the context and effects of the pandemic on PCH's programs, stakeholders, recipients and responsibilities.

² The audit projects are presented in Appendix 3 under the column "2022-23 to 2024-25 Planned audits."

³ Program implementation of the new Inuit Nunangat Policy signed on April 21, 2022 by the Prime Minister of Canada and the President of Inuit Tapiriit Kanatami will be taken into consideration for future evaluations

5.1.3. Human Resources

The ESD will continue to strengthen evaluation internal capacity through recruitment, professional development and training in 2022-23. Like other federal departments, the ESD is facing human resource challenges in attracting and retaining evaluation professionals within a competitive environment, further intensified by the pandemic. The ESD is committed to contributing to a diverse workforce through recruitment and succession planning to address employment equity priorities of government.

The ESD will continue investing in people, providing training and fostering an environment of continuous learning and innovative thinking. The ESD will support the professionalization of the evaluation function by enabling employees to obtain the Credentialed Evaluator designation through the Canadian Evaluation Society's Professional Designation Program.

5.2. Scope of direct program spending

The evaluation plan provides coverage for 91% of the Department's total expenditures for 2022-23, 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.

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 four Gs&Cs programs in this category, one of which has a commitment made in a TB Submission, and the other is currently being evaluated as it was identified as a departmental priority. Taking advantage of this flexibility and considering program risks and senior management information needs, some evaluations have been set aside.

5.3. Schedule for 2022-23 to 2026-27

Over the next five years, evaluation coverage will include all ongoing Gs&Cs programs with five-year average actual expenditures of \$5 million or greater per year, evaluation commitments outlined in TB Submissions, and certain projects requested by senior management. Appendix 2 presents the schedule for all evaluation projects that PCH will carry out for 2022-23 to 2026-27 by sector and includes: expected program expenditures; level of program risk; project timing; mandatory FAA dates; and any planned audit dates for the first three years.

The ESD will continue to focus on ensuring that PCH respects the mandatory timelines for evaluation as per the Policy on Results and the FAA. In 2022-23, the ESD will complete 8 evaluations initiated in previous years and launch 8 new projects, including 1 in reserve. In 2023-24, the ESD plans to launch another 7 projects, including 3 in reserve. Appendix 3 presents a simplified version of the schedule by fiscal year.

The plan includes a Joint Audit and Evaluation of the Department of Canadian Heritage's Response to COVID-19 in 2022-23. While consultations with senior management will inform the terms of reference for the project, it is meant to examine how the Department responded to the pandemic, including adapting operations for the roll out of emergency funding and a virtual work environment. The project

will identify best practices, challenges and areas for improvement to inform decision-making and preparation for future emergencies.

The plan includes two horizontal evaluations. One is being led by PCH, the Horizontal Evaluation of the Official Languages Action Plan, and the other, the Horizontal Evaluation of the Youth Employment Skills Strategy, is being led by Employment and Social Development Canada (ESDC).

To meet the needs expressed by the programs while also recognizing the ESD internal capacity and the flexibility of the Policy on Results, this present schedule reflects some changes to the plan approved in 2021-22. Table 4 highlights the changes in the schedule from the previous plan.

Table 4: Modifications to 2021-22 Evaluation Plan

Evaluation Title	Change from the 2021-22 to 2025-26 Evaluation Plan
Joint Audit and Evaluation of the Department of Canadian Heritage's Response to COVID-19	Now joint work with Audit
Canada Arts Training Fund, Canada Arts Presentation Fund, Canada Cultural Spaces Fund, Canada Cultural Investment Fund	New grouping following consultations with program officials in 2022: Canada Arts Training Fund and Canada Arts Presentation Fund as stand-alone evaluations, Canada Cultural Spaces Fund and Canada Cultural Investment Fund as a grouped evaluation
Local Journalism Initiative	Start in 2023-24 instead of 2021-22 following consultation with program officials
Human Rights	Was part of grouped evaluation with Court Challenges Program; will not be evaluated following consultation with program officials
Canada History Fund	Was scheduled to start in 2022-23, will now start in 2023-24
Celebration and Commemoration	Was scheduled to start in 2021-22, will now start in 2022-23
Building Communities through Arts and Heritage	Was scheduled to end in May 2022, is now expected to end in November 2022 to allow more time for reporting and approvals
Development of Official-Language Communities Program and Enhancement of Official Languages Program	Was scheduled to end in May 2022, is now expected to end in October 2022 to allow more time for reporting and approvals
Horizontal evaluation of the Action Plan for Official Languages 2018-2023: Investing in Our Future	Was scheduled to end in May 2022, is now expected to end in November 2022 to allow more time for reporting and approvals
Indigenous Languages and Cultures Program (Aboriginal People Program)	Was scheduled to end in October 2021, is now expected to end in May 2022 to allow more time for reporting and approvals
Indigenous Screen Office	New program that has been added to the calendar
Canada Performing Arts Workers Resilience Fund	New program that has been added to the PCH program inventory: as it will be in place only in 2022-23, there is currently no plan to evaluate this short-term funding

The next neutral assessment is scheduled for 2023-24, as per the Policy on Results which states that the neutrality of the evaluation function should be assessed at least once every five years. PCH has implemented the three recommendations of the most recent PCH neutral assessment completed in March 2019. These recommendations concerned streamlining the governance structure for evaluation, exploring the possibility that the evaluation function be located with the OCAE and improving the evaluation planning process.

Appendix 1 – 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 **2022-23 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



- 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**.
- Risk evaluation for planning purposes** to update program information.
- Preparation of the **Annual Reference Level Update** for the coming year.
- 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



- The **draft plan** is submitted to the Director of the Evaluation Services Directorate, the Director General and the Head of Evaluation.
- The plan is submitted to the **Executive Committee**, which can recommend it for approval by the Deputy Minister.
- 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 2 – Schedule of evaluations per sector for 2022-23 to 2026-27

This evaluation schedule was developed based on the following: the plan for 2021-22 to 2025-26; legislation; commitments made in TB Submissions; consultations with program management, representatives from TBS and federal departments and agencies; coordination with the OCAE; 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, these timelines reflect departmental evaluation priorities and risks during this current context of an ongoing pandemic.

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 (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
1	CR1	Canada Arts Training Fund	\$23,743,919	Moderate	-	February 2019 (2018-19)	February 2024 (2023-24)	-	Start October 2022	End February 2024	-	-	-
2	CR1	Canada Arts Presentation Fund	\$72,219,861	Moderate	-	August 2019 (2019-20)	August 2024 (2024-25)	-	-	Start June 2023	End August 2024	-	-
3	CR1	Canada Cultural Spaces Fund (grouped, 3, 4)	\$69,972,662	Moderate	-	August 2019 (2019-20)	August 2024 (2024-25)	-	-	Start April 2023	End August 2024	-	-
4	CR1	Canada Cultural Investment Fund (grouped 3, 4)	\$25,702,985	Moderate	Underway	August 2019 (2019-20)	August 2024 (2024-25)	-	-	Start April 2023	End August 2024	-	-
5	CR1	Harbourfront Centre Funding Program	\$11,819,650	Moderate	Underway	September 2018 (2018-19)	September 2023 (2023-24)	-	Start January 2023	End September 2023	-	-	-
6	CR1	Canada Media Fund	\$157,556,330	Moderate	-	September 2021 (2021-22)	September 2026 (2026-27)	-	-	-	-	Start May 2025	End September 2026

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
7	CR1	Canada Performing Arts Workers Resilience Fund	\$61,278,816	Moderate ⁴	-	Never evaluated	-	-	-	-	-	-	-
8	CR1	Creative Export Strategy	\$22,857,518	High	Underway (Frankfurt Book Fair)	Never evaluated	September 2023 (2023-24)	Started September 2021	End January 2023	-	-	-	-
9	CR1	Broadcasting and Digital Communications Policy	\$1,856,109	Moderate	-	Never evaluated	-	-	-	-	-	-	-
10	CR1	Film and Video Policies	\$1,784,882	-	-	Never evaluated	-	-	-	-	-	-	-
11	CR1	Creative Marketplace and Innovation	\$4,863,881	-	-	Never evaluated	-	-	-	-	-	-	-
12	CR1	Cultural Sector Investment Review	\$919,685	-	-	Never evaluated	-	-	-	-	-	-	-
13	CR1	Canada Music Fund	\$45,293,893	Moderate	-	July 2019 (2019-20)	July 2024 (2024-25)	-	Start February 2023	-	End July 2024	-	-
14	CR1	Canada Book Fund	\$64,622,105	Moderate	-	July 2019 (2019-20)	July 2024 (2024-25)	-	Start February 2023	-	End July 2024	-	-
15	CR1	Canada Periodical Fund	\$79,791,164	Moderate	-	January 2022 (2021-22)	January 2027 (2026-27)	-	-	-	-	Start September 2025	End January 2027
16	CR1	TV5	\$13,413,663	Moderate	-	October 2019 (2019-20)	October 2024 (2024-25)	-	Start March 2023	-	End October 2024	-	-
17	CR1	Canadian Film or Video Production Tax Credits (in reserve)	\$1,205,966	Moderate	-	September 2008 (2008-09)	-	-	-	Start April 2023	End August 2024	-	-
18	CR1	Local Journalism Initiative ⁵	\$16,359,691	High	2023-24	Never evaluated	April 2024 (2024-25)	-	-	Start April 2023	End April 2024	-	-
19	CR1	Digital Citizen Contribution	\$4,753,314	Moderate	-	Never evaluated	-	Started September 2021	End January 2023	-	-	-	-
20	CR1	Indigenous Screen Office ⁶	\$13,207,202	Moderate	-	Never evaluated	August 2026 (2026-27)	-	-	-	-	Start April 2025	End August 2026

⁴ A full risk assessment will be performed in 2022-23

⁵ Evaluation arising from a Treasury Board Submission commitment

⁶ Evaluation arising from a Treasury Board Submission commitment

Table 6: Community and Identity

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
21	CR2	Canada History Fund	\$5,187,675	Low	-	July 2015 (2015-16)	-	-	-	Start October 2023	End February 2025	-	-
22	CR4	Exchanges Canada Program	\$19,791,902	Moderate	-	March 2022 (2021-22)	March 2027 (2026-27)	-	-	-	-	Start November 2025	End March 2027
23	CR4	Youth Take Charge (in reserve)	\$2,167,147	Moderate	-	December 2015 (2015-16)	-	-	-	Start June 2023	End October 2024	-	-
24	CR4	Youth Secretariat	\$1,520,792	Moderate	-	Never evaluated	-	-	-	-	-	-	-
25	CR2	Building Communities Through Arts and Heritage	\$37,965,073	Moderate	-	October 2016 (2016-17)	October 2021 (2021-22)	Started March 2021	End November 2022	-	-	-	-
26	CR4	Indigenous Languages and Cultures Program	\$190,024,853	High	-	March 2016 (2016-17)	March 2021 (2020-2021)	Started September 2019	End May 2022	-	-	-	-
27	CR4	Community Support, Multiculturalism and Anti-Racism Initiatives Program (grouped 27, 28, 29)	\$30,407,126	High	2023-24	March 2018 (2017-18)	March 2023 (2022-23)	Started July 2021	End March 2023	-	-	-	-
28	CR4	Anti-Racism Action Program (grouped 27, 28, 29)	\$6,065,903	High	-	Never evaluated	November 2025 (2025-26)	Started July 2021	End March 2023	-	-	-	-
29	CR4	International Holocaust Remembrance Alliance (grouped 27, 28, 29)	\$44,450	Moderate ⁷	-	March 2018 (2017-18)	-	Started July 2021	End March 2023	-	-	-	-
30	CR4	Reconciliation and Treaties	\$735,535	Moderate ⁸	-	Never evaluated	-	-	-	-	-	-	-
31	CR4	Anti-Racism Secretariat	\$4,380,597	Moderate ⁹	-	Never evaluated	-	-	-	-	-	-	-

⁷ A full risk assessment will be performed in 2022-23

⁸ A full risk assessment will be performed in 2022-23

⁹ A full risk assessment will be performed in 2022-23

Table 7: Official Languages, Heritage and Regions

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
32	CR2	Museums Assistance Program	\$31,763,997	Moderate	-	July 2021 (2021-22)	July 2026 (2026-27)	-	-	-	Start March 2025	-	End July 2026
33	CR2	Canada Travelling Exhibitions Indemnification Program (in reserve)	\$479,720	Low	-	December 2016 (2016-17)	-	-	-	Start October 2023	End December 2024	-	-
34	CR2	Canadian Conservation Institute (grouped 34, 35 – in reserve)	\$10,373,907	Moderate	2022-23 2023-24 (Laboratories Canada)	July 2017 (2017-18)	-	-	-	-	Start July 2024	End March 2026	-
35	CR2	Canadian Heritage Information Network (grouped 34, 35 – in reserve)	\$2,809,577	Moderate	-	December 2014 (2014-15)	-	-	-	-	Start July 2024	End March 2026	-
36	CR2	Movable Cultural Property Program (in reserve)	\$1,906,079	Moderate	-	March 2016 (2016-17)	-	-	-	-	Start August 2024	End December 2025	-
37	CR5	Development of Official-Language Communities Program (grouped 37, 38)	\$414,912,783	High	2022-23	May 2017 (2017-18)	May 2022 (2022-23)	Started September 2020	End October 2022	-	-	-	-
38	CR5	Enhancement of Official Languages Program (grouped 37, 38)	\$203,144,643	High	2022-23	May 2017 (2017-18)	May 2022 (2022-23)	Started September 2020	End October 2022	-	-	-	-
39	CR5	Official Languages Coordination Program	\$4,802,324	Moderate	-	March 2021 (2020-21)	-	-	-	-	-	-	-
40	CR5	Horizontal Evaluation of the Action Plan for Official Languages – 2018-23: Investing in Our Future ¹⁰	-	Moderate	-	Roadmap May 2017 (2017-18)	-	Started September 2020	End November 2022	-	-	-	-

¹⁰ Evaluation arising from a Treasury Board Submission commitment.

Table 8: Sport, Major Events and Commemorations

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23		Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
41	CR2	Celebration and Commemoration Program	\$75,405,739	Moderate	2023-24	March 2018 (2017-18)	March 2023 (2022-23)	-	Start April 2022	End March 2023	-	-	-	-
42	CR2	Capital Experience	\$18,323,047	Moderate	2023-24	January 2022	-	-	-	-	-	-	-	-
43	CR2	State Ceremonial and Protocol (federal grant program for Lieutenant Governors) ¹¹	\$6,470,421	Moderate	-	May 2018 (2018-19)	-	-	-	-	-	-	-	Start January 2027
44	CR3	Hosting Program (grouped 44, 45, 46)	\$48,550,935	High	-	October 2021 (2021-22)	October 2026 (2026-27)	-	-	-	-	Start March 2025	-	End October 2026
45	CR3	Sport Support Program (grouped 44, 45, 46)	\$244,773,494	High	2022-23	October 2021 (2021-22)	October 2026 (2026-27)	-	-	-	-	Start March 2025	-	End October 2026
46	CR3	Athlete Assistance Program (grouped 44, 45, 46)	\$33,743,978	High	-	October 2021 (2021-22)	October 2026 (2026-27)	-	-	-	-	Start March 2025	-	End October 2026

Table 9: Strategic Policy, Planning and Corporate Affairs

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
47	CR4	Human Rights Program	\$5,648,167	High	2022-23	March 2015 (2014-15)	-	-	-	-	-	-	-
48	CR4	Court Challenges Program ¹²	Included in #47	High	Included in #47	Former program February 2003 (2002-03)	-	-	Start August 2022	End January 2024	-	-	-

¹¹ 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.

¹² Evaluation arising from a Treasury Board Submission commitment.

Table 10: Internal Services

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
49	-	Internal Services ¹³	\$89,741,629	-	-	-	-	-	-	-	-	-	-

Table 11: Other

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
50	-	Joint Audit and Evaluation of the Department of Canadian Heritage's Response to COVID-19 (in reserve)	-	-	-	Never evaluated	-	-	Start March 2023	End November 2023	-	-	-

Table 12: Horizontal Initiatives from other Government Departments

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2022-23 to 2024-25	Last evaluation date	Mandatory FAA date	Start date prior to 2022-23	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27
51	-	Horizontal evaluation of the Youth Employment Skills Strategy (evaluation led by ESDC / PCH Young Canada Works)	-	-	-	February 2020 (2019-20)	February 2025 (2024-25)	Started December 2020	-	-	End February 2025	-	-

¹³ 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.

Appendix 3 – Schedule of evaluations per year for 2022-23 to 2026-27

Program name	FAA mandatory date	Start date	Projected approval date
Evaluation projects carried over and continuing in 2022-23			
Indigenous Languages and Cultures Program (Aboriginal People Program)	March 2021	September 2019	May 2022
Development of Official-Language Communities Program*	May 2022	September 2020	October 2022
Enhancement of Official Languages Program*			
Horizontal evaluation of the Action Plan for Official Languages 2018-2023: Investing in Our Future ¹⁴	N/A	September 2020	November 2022
Horizontal evaluation of the Youth Employment Skills Strategy (led by ESDC)	February 2025	December 2020	February 2025
Building Communities Through Arts and Heritage	October 2021	March 2021	November 2022
Community Support, Multiculturalism and Anti-Racism Initiatives Program*	March 2023	July 2021	March 2023
Anti-Racism Action Program*	November 2025		
Digital Citizen Initiative	N/A	September 2021	January 2023
Creative Export Strategy	September 2023	September 2021	January 2023
Evaluation projects to be launched in 2022-23			
Celebration and Commemoration Program	March 2023	April 2022	March 2023
Court Challenges Program ¹⁵	N/A	August 2022	January 2024
Canada Arts Training Fund	February 2024	October 2022	February 2024
Harbourfront Centre Funding Program	September 2023	January 2023	September 2023
Canada Book Fund	July 2024	February 2023	July 2024
Canada Music Fund	July 2024	February 2023	July 2024
Joint Audit and Evaluation of the Department of Canadian Heritage's Response to COVID-19 (in reserve)	N/A	March 2023	November 2023
TV5	October 2024	March 2023	October 2024

¹⁴ Evaluation arising from a Treasury Board Submission commitment.

¹⁵ Evaluation arising from a Treasury Board Submission commitment.

Program name	FAA mandatory date	Start date	Projected approval date
Evaluation projects to be launched in 2023-24			
Local Journalism Initiative	April 2024	April 2023	April 2024
Canada Cultural Spaces Fund*	August 2024	April 2023	August 2024
Canada Cultural Investment Fund*			
Canadian Film or Video Production Tax Credits (in reserve)	N/A	April 2023	August 2024
Canada Arts Presentation Fund	August 2024	June 2023	August 2024
Youth Take Charge (in reserve)	N/A	June 2023	October 2024
Canada Travelling Exhibitions Indemnification Program (in reserve)	N/A	October 2023	December 2024
Canada History Fund	N/A	October 2023	February 2025
Evaluation projects to be launched in 2024-25			
Canadian Heritage Information Network* (in reserve)	N/A	July 2024	March 2026
Canadian Conservation Institute* (in reserve)	N/A		
Movable Cultural Property Program (in reserve)	N/A	August 2024	December 2025
Athlete Assistance Program*	October 2026	March 2025	October 2026
Sport Support Program*			
Hosting Program*			
Museums Assistance Program	July 2026	March 2025	July 2026
Evaluation projects to be launched in 2025-26			
Indigenous Screen Office ¹⁶	August 2026	April 2025	August 2026
Canada Media Fund	September 2026	May 2025	September 2026
Canada Periodical Fund	January 2027	September 2025	January 2027
Exchanges Canada Program	March 2027	November 2025	March 2027
Evaluation projects to be launched in 2026-27			
State Ceremonial and Protocol (Federal funding Lieutenant Governors' Program)	N/A	January 2027	May 2028

*Grouped Evaluations

Projects exempted from section 42.1 of the FAA in accordance with the Policy on Results are presented in grey

¹⁶ Evaluation arising from a Treasury Board Submission commitment.