
Evaluation Services Directorate
November 1, 2024

Cette publication est aussi disponible en français.

This publication is available in PDF and HTML formats on the Internet at
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Catalogue No.: CH7-75/2025E-PDF
ISBN: 978-0-660-74698-2

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List of acronyms and abbreviations

2SLGBTQI+	Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, and additional people who identify as part of sexual and gender diverse communities
CCSF	Canada Cultural Spaces Fund
EDI	Equity, diversity, and inclusion
GCIMS	Grants and Contributions Information Management System
Gs&Cs	Grants and Contributions
HQ	Headquarters
ICIP	Investing in Canada Infrastructure Program
IDEA	Inclusion, diversity, equity, and accessibility
O&M	Operations and Maintenance
OECD	Organization for Economic Co-operation and Development
OLMC	Official Language Minority Community
PCH	Department of Canadian Heritage

Executive summary

Program description

The Canada Cultural Spaces Fund (CCSF), a program delivered by the Department of Canadian Heritage (PCH) since 2001, seeks to improve physical facilities that support arts and heritage-related creation, collaboration, presentation, preservation, and exhibition across the country. The CCSF provides financial support in the form of grants and contributions (Gs&Cs) to non-profit arts and heritage organizations, non-profit entities, provincial governments and their agencies, as well as Indigenous institutions and organizations. This funding aids in enhancing, renovating, and constructing cultural facilities, acquiring specialized equipment, and conducting feasibility studies for cultural infrastructure projects.

Findings

Relevance

The CCSF continues to be relevant to Canadians. The Program has adapted to a certain extent to current and emerging needs for cultural spaces, including those related to the COVID-19 pandemic. However, the CCSF continues to be challenged by the effects of the pandemic as well as rising costs and the lack of increases in program funding. It must continue to adapt, including through increasing efforts to reach and better support equity groups and Indigenous communities.

The CCSF is aligned with PCH's strategic objectives and core responsibilities, as well as with government priorities. The CCSF is the only federal program primarily dedicated to cultural infrastructure and is seen as a leader in this area. The CCSF complements other federal, provincial, and territorial programs, allowing access to a wider range of financing options.

Effectiveness

Overall, the CCSF achieved its short- and medium-term expected results and contributed to the achievement of its long-term result during the period covered by the evaluation. The additional funds that the Program received from budgets 2016 and 2017 facilitated the achievement of results. Nonetheless, the Program has ongoing challenges including high demands for funding and achieving results for equity groups and Indigenous communities.

Efficiency

The evaluation concludes that the CCSF was delivered in an efficient manner. Actual spending aligned with planned budgets for the evaluation period, except for cost overruns resulting from additional funding received to address the COVID-19 pandemic-related issues. The administrative cost ratio is relatively stable and service standards were generally met. Despite the complex nature of the Program, stakeholders are generally satisfied with the delivery of the CCSF, particularly the management of the COVID-19 funding.

There are certain challenges to efficient program delivery, including a somewhat complicated application process and reporting requirements. Given the higher costs of infrastructure projects and growing demand, there are opportunities to consider changes to program design. This includes exploring how the CCSF can support alternative approaches of meeting community cultural infrastructure needs through new partnerships, social enterprise models, sustainable funding, and more flexible funding options.

Recommendations

Considering the findings and conclusions presented in this report, the evaluation makes two recommendations.

Recommendation 1:

The evaluation recommends that the Senior Assistant Deputy Minister of the Cultural Affairs Sector should continue efforts to address barriers faced by equity groups, and Indigenous, rural and remote communities by revising eligibility criteria and definitions, while also enhancing outreach and assistance for these groups and communities.

Recommendation 2:

The evaluation recommends that the Senior Assistant Deputy Minister of the Cultural Affairs Sector should ensure that the CCSF adapts its funding mechanisms and criteria to continue to address the evolving and emerging needs of Canadian communities in terms of cultural spaces, particularly in the context of reduced program resources.

1. Introduction

This report presents the findings, conclusions, and recommendations of the evaluation of the Canada Cultural Spaces Fund (CCSF). This evaluation addresses evaluation requirements outlined in the Treasury Board Secretariat Policy on Results (2016) and the *Financial Administration Act*, as well as senior management information needs. It was conducted as prescribed in the Departmental Evaluation Plan 2023-24 to 2027-28 of Canadian Heritage (PCH).

The evaluation was undertaken by the PCH Evaluation Services Directorate with support from an external evaluation consulting firm. It covers the five-year period from 2018-19 to 2022-23 and examines the relevance, effectiveness, and efficiency of the CCSF.

2. Program profile

2.1. Program context and objectives

The CCSF was established in 2001 and supports infrastructure improvement projects that enhance access to arts and heritage spaces. The Program aims to enhance the physical conditions of cultural spaces across Canada. Its objective is to provide Canadians in all regions, including underserved communities, with access to new or improved arts and heritage cultural facilities in their communities for creation, collaboration, presentation, preservation, and exhibition.

The Program provides financial assistance in the form of grants and contributions (Gs&Cs) for the construction and renovation of arts and heritage cultural facilities, the acquisition of specialized equipment, and the development of feasibility studies of cultural infrastructure projects. Eligible organizations include not-for-profit arts and heritage groups, provincial and territorial governments, and Indigenous governing bodies.

2.2. Expected results

Table 1 lists the expected results of the CCSF. The complete logic model can be found in [Table A-1, Annex A](#).

Table 1: CCSF expected results

Short-Term Results	<ul style="list-style-type: none">• Cultural infrastructure projects are approved and have a variety of funding sources.
Medium-Term Results	<ul style="list-style-type: none">• Artists and creators have access to professional cultural facilities.• Arts and heritage experiences are available in a wide range of communities.
Long-Term Results	<ul style="list-style-type: none">• Canadians value and access arts and heritage spaces.

Source: Internal Program documentation

2.3. Program management and governance

Accountability for the CCSF lies with the Senior Assistant Deputy Minister, Cultural Affairs Sector. The Director General of the Arts and Cultural Sector Strategy is responsible for program management in collaboration with the five regional PCH offices. The respective responsibilities of headquarters (HQ) and regional offices are presented in [Annex C](#). A National review committee supports the program's project approval process.

2.4. Program resources

The CCSF spent over \$347 million over the 5-year period of this evaluation (Table 2). Of this total, \$317 million was in Gs&Cs and \$30 million in salaries, operations and materials (O&M). Spending in Gs&Cs increased in 2021-22 and 2022-23 due to supplementary funding related to addressing the impacts of the COVID-19 Pandemic.

Table 2: CCSF resources (actual expenditures \$ millions), 2018-19 to 2022-23

Fiscal year	2018-19	2019-20	2020-21	2021-22	2022-23
Grants and contributions	56.7	55.1	49.8	81.5	74.4
Salaries and O&Ms	6.2	5.9	6.1	6.0	6.2
Total	62.8	61.0	55.9	87.0	80.6

Source: CCSF financial data. Note: Amounts are rounded, which explains the difference in some totals.

Until 2014-15, the CCSF's annual Gs&Cs budget was \$25.4 million. It received \$168.2 million over two years (2016-17 and 2017-18) through Budget 2016, as part of the Government of Canada's commitment to social infrastructure. Budget 2017 built on this commitment by adding \$300 million over ten years (\$28.8 million in Gs&Cs annually), starting in 2018-19, to supplement the Program's core funding to construct, renovate, and better equip creative spaces and hubs¹. This additional funding, part of the social infrastructure component of the Investing in Canada Plan², essentially doubled the Program's Gs&Cs budget.

The human resources dedicated to program delivery remained relatively stable during the evaluation period, with a slight decrease over time (Table 3). To deliver the additional funding from Budget 2017, there was an increase in human resources at the beginning of the evaluation period, when compared to the previous two fiscal years (49.2 for 2016-17 and 55.3 for 2017-18)³.

¹ Creative Hubs are spaces conceived and designed to encourage collaboration, innovation and productivity. These spaces bring together professionals from a range of arts or heritage sectors and creative disciplines by providing access to shared space, equipment and other resources to develop the skills needed to thrive in, and contribute to, the creative economy.

² [Infrastructure Canada - Investing in Canada Plan – Building a Better Canada](#).

³ Although these years fall outside of the evaluation period, they are reflected as a comparative reference to the level of human resources reported at the start of the evaluation period.

Table 3: CCSF human resources, 2018-19 to 2022-23

Fiscal year	2018-19	2019-20	2020-21	2021-22	2022-23
Full-time equivalents	61.6	58.3	54.8	55.2	55.2

Source: Chief Financial Officer Branch

3. Evaluation approach and methodology

3.1. Evaluation scope and calibration

This evaluation addresses the continued relevance and performance of the CCSF. It was designed to focus on issues of highest importance for decision-making including:

- changing needs related to cultural spaces, particularly due to the significant disruption caused by the COVID-19 pandemic;
- the specific and unique cultural space needs of equity groups, as well as Indigenous, rural and remote communities; and,
- the future of the CCSF, given the additional funding will sunset in 2028-29, coupled with a context of inflation and funding demand exceeding available budget and resources.

In addition to careful scoping, the evaluation was calibrated through:

- the use of available program data as possible including completed studies, performance measurement and outcome data, literature, and media information; and
- a reduced number of interviews with key informants using a sampling strategy to ensure balanced perspectives, including geographical representation.

3.2. Evaluation questions

The evaluation issues and questions examined are presented in Table 4. The evaluation matrix outlining the indicators for each question along with the data collection methods is presented in [Annex B](#).

Table 4: Evaluation questions by core issue

Core Issues	Evaluation questions
Relevance	<ul style="list-style-type: none"> • To what extent does the CCSF meet Canadians’ current and emerging needs for cultural spaces? • To what extent is the CCSF aligned with PCH’s strategic outcomes and core responsibilities, and Government of Canada priorities (including inclusion, diversity, equity and accessibility [IDEA⁴]), official languages, environment, and reconciliation)? • To what extent does the CCSF overlap with or complement other programs in Canada and within the department?

⁴ The terms "underserved communities and groups" and "IDEA" are used interchangeably in this report. IDEA reflects PCH's commitment to promoting inclusion, diversity, equity and accessibility.

Core Issues	Evaluation questions
Effectiveness	<ul style="list-style-type: none"> To what extent does the CCSF achieve its expected results?
Efficiency	<ul style="list-style-type: none"> To what extent has the design and delivery mode of the CCSF enabled optimal efficiency of program resources?
Future Prospects	<ul style="list-style-type: none"> Given the current issues and trends facing cultural infrastructure, what are the implications and possible options regarding the future of the Program?

3.3. Data collection methods and quality control

A mixed-method approach was used to answer the evaluation questions. The methodology included the following: literature review and media analysis; document review and administrative data analysis; key informant interviews; survey; and an expert panel (Table 5).

Table 5: Summary of methodology

Methodology	Description
Literature Review and Media Analysis	Targeted research on cultural infrastructure was conducted using academic literature, news articles, blog publications, and industry reports, including a comparative analysis between the CCSF and other programs at PCH and the federal government.
Document Review and Administrative Data Analysis	Compilation and analysis of information from existing program documents and available databases, including financial data and the Grants and Contributions Information Management System (GCIMS).
Key Informant Interviews	Interviews (n=35) were conducted with staff from the CCSF and from other programs at PCH, as well as stakeholders from other federal departments supporting cultural spaces, the Canada Council for the Arts, and some provinces and territories.
Survey	With the support from the PCH Policy Research Group, a survey was administered to 761 organizations that received funding during the years covered by the evaluation to collect their perceptions of the CCSF. A total of 282 responded (37% response rate).
Expert Panel	Feedback was collected from a panel of experts (n=7) possessing specialized knowledge and expertise related to cultural infrastructure.

The following quality control measures were put in place for this evaluation:

- It was led by professional, experienced evaluators internal to PCH with support from an external consultant firm.
- Multiple sources of primary and secondary data were used to obtain reliable results.
- Findings were validated through appropriate analysis and triangulation.
- The document review and administrative data technical report as well as the preliminary findings were reviewed with Program representatives and evaluation management to ensure clarity and validity of analysis and communication.
- The final report was reviewed by peers and by the Program for validation and feedback.

The following legend explains how the evaluation summarizes responses from the survey and interviews:

- **Few:** findings reflect less than 25% of the observations.
- **Some/several:** findings reflect at least 25% but less than 50% of the observations.

- **Half:** findings reflect 50% of the observations.
- **Majority:** findings reflect more than 50% and less than 75% of the observations.
- **Most:** findings reflect 75% but less than 90% of the observations.
- **All/almost all:** findings reflect 90% or more of the observations.

3.4. Evaluation limitations and mitigation strategies

Table 6 presents the limitations of the evaluation, as well as the mitigation strategies adopted.

Table 6: Limitations and mitigation strategies

Limitations	Mitigation Strategies
Issues with GCIMS Program data, particularly the validity, consistency, and timely compilation of financial data.	Meetings were held with the PCH Centre of Excellence for Gs&Cs and the Program to ensure the use of valid and reliable data for the evaluation.
Delay in conducting the survey due to issues with the software beyond the control of the evaluation team. As a result, the survey was conducted during the December holiday season, which may have impacted the response rate.	To improve response rate, two emails were used for each organization. The deadline for completion was extended and reminders were sent to recipients.
Access to Program results data from the PCH regions was limited.	The HQ staff acted as a point of primary contact with the regions to obtain the necessary data for the evaluation in a timely manner.

4. Findings

4.1. Relevance

4.1.1. Current and Emerging Needs of Canadians in Terms of Cultural Spaces

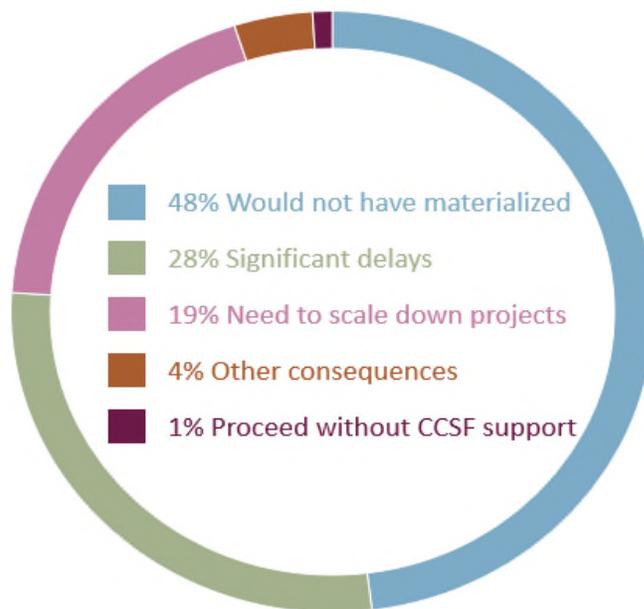
<p>Evaluation question:</p> <p>To what extent does the CCSF meet the current and emerging needs of Canadians regarding cultural spaces?</p>
<p>Key findings:</p> <ul style="list-style-type: none"> • There is a clear continued need for investment in cultural infrastructure, but the Program’s ability to respond to these needs has been limited by the global pandemic, rising costs and lack of adequate funding. • The CCSF has responded to a certain extent to current and emerging needs for cultural spaces and has demonstrated its ability to adapt, particularly in the context of the COVID-19 pandemic.

There is a continued need for investment in cultural infrastructure

The evaluation found that there is a clear continued need for cultural infrastructure funding. Cultural infrastructure investments were highlighted as important during consultations held in 2022-23 for the renewal of the Museum Policy, both by stakeholders and the general public. In fact, in terms of federal government support, stakeholders indicated infrastructure support as the highest priority⁵ (70%) and that deteriorating capital infrastructure is the second greatest⁶ challenge faced by the museum and heritage sector. When asked what the Government of Canada should do to support Canadian heritage institutions, the second most popular answer⁷ by Canadians was to provide funding to protect and maintain heritage buildings and spaces.

CCSF funding was critical to the success of projects from across the country. Of those recipients surveyed, only 1% believed that their projects would have proceeded as planned without the CCSF support. Almost all (99%) indicated that without the Program's contribution, their projects would have suffered negative consequences. As shown in Figure 1, those consequences⁸ ranged from not being able to do the project (48%) to delays (28%) to needing to scale down projects (19%).

Figure 1: Potential consequences of no CCSF funding on recipients' projects



⁵ Infrastructure priority ranked the highest amongst the provinces of Prince Edward Island (88%), Nova Scotia (83%) and Newfoundland and Labrador (82%).

⁶ The greatest challenge being "Administrative burden of finding or applying for funding".

⁷ The most popular answer being "Provide direct financial support".

⁸ Other consequences include reduced funding opportunities, uncertainty, potential closures and issues affecting audiences and communities.

The need for funding is enhanced by a challenging context for the arts and culture sector

The period covered by the evaluation was marked by a number of challenges for the arts and culture sector, including rising rental costs, lack of studio space, and the effects of the COVID-19 pandemic, which only amplified the need for funding. In fact, 93% of the Program recipients surveyed indicated that new needs and challenges related to cultural spaces have an impact on the type or level of support they need from the CCSF.

The cultural sector is adapting to the ever-evolving landscape shaped by the pandemic. This encompasses a multitude of issues, including inflation, job losses, labour shortages, decreased revenue, reduced attendance, low wages, escalating construction material prices, and supply chain disruptions. The pandemic restricted access to arts and culture events, with virtual experiences compensating but not able to fully bridge the gap. The financial strain caused by the pandemic further emphasized the need for the sector to adapt to new challenges faced by communities.

In addition to inflation and rising costs related to construction and digitalization, access to operational funding is a key challenge for many cultural organizations, especially those in the not-for-profit category. Current funding programs often prioritize the creation of new infrastructure over sustaining operations.

The challenges associated with rising rent costs and limited studio availability are increasing within the cultural landscape. The gentrification of neighbourhoods and rising rents has led to the loss or displacement of cultural spaces. Artists and creators are disproportionately affected by rising rent prices and displacement, with marginalized groups facing additional pressures related to costs, accessibility issues, and a shortage of dedicated spaces.

Small and rural communities frequently lack the donors, audience or markets necessary to sustain cultural activities or small cultural businesses. Remote regions may also encounter the hurdle of insufficient broadband internet service, hindering their ability to operate online and collaborate virtually with others.

Challenges associated with climate change increasingly require adaptation or modernization of existing infrastructure. A total of 74 % of the participants to the Museum Policy Stakeholder Survey reported that the museum and heritage sector is or will be negatively impacted by climate change and supported changes to capital infrastructure for such things as upgrading windows and lights, or for HVAC systems.

There is also a growing need for funding to support technological advancements and virtual shifts, including specialized equipment. Digital and immersive art is increasing in importance and cultural organizations often need specialized equipment and digital infrastructure to support these practices. The public has also increased expectations for digitized business processes.

“I would like to highlight the need for more funding towards operational and infrastructure costs. Just keeping the building operational and the staff paid are the biggest costs and stressors in running the museum. When these no longer become a worry, then we can use our funds for special projects and collections management and training volunteers and staff.”

Sample of a comment taken from the Museum Policy Stakeholder Survey

Demand for CCSF funding greatly outweighs available resources

The 2019 Grouped Arts Evaluation indicated a strong demand for the CCSF funding, with an average of 75% of total applications being approved. The gap widened further between 2018-19 and 2022-23, with the approval rate dropping to 69% on average (Table 7).

Table 7: Total CCSF applications requested and approved, 2018-19 to 2022-23

Fiscal Year	Total applications (#)	Applications accepted (#)	Applications denied (#)	Acceptance rate (%)
2018-19	250	175	75	70
2019-20	224	161	63	72
2020-21	285	205	80	72
2021-22 ⁹	466	352	114	76
2022-23	227	113	114	50

Source: Internal Program data

The CCSF website was modified in 2023 to manage expectations. It included a clear statement that the Program is in high demand, but funds are severely limited and requests for funding exceed available resources.

The CCSF responded to a certain extent to current and emerging needs

CCSF responds to a certain extent to needs for funding to support cultural infrastructure in Canada. During the evaluation period, the Program approved 1006 distinct projects¹⁰ for a total of \$309 million. While the number of applications accepted was fairly balanced between the construction/renovation and specialized equipment/feasibility studies streams (between 36% and 45%), a large proportion of the Program budget was devoted to the construction and renovation stream (84%).

Almost all (95%) of surveyed recipient organizations confirmed that the CCSF had been responsive to their current and emerging needs concerning cultural spaces. In addition, most interviewees were of this view, with examples that underscore its significance and recent achievements, including the support for creative hubs.

The CCSF has adapted to address changing and emerging needs during the period covered by the evaluation. Funding for the Program was increased through Budget 2017 with an additional investment of \$300 million over 10 years starting in 2018, to develop Canadian talent and entrepreneurship in the arts and cultural sectors. The majority (75%) of Program recipients reported that the CCSF adapted to changes since 2018; 57% reported significant adaptation.

The Program adjusted to address barriers for equity groups and Indigenous communities. This included updating its terms and conditions for broader access, and increasing eligibility and funding amounts for

⁹ In 2021-22, the total accepted applications are 168 projects for 246 applications (68%), given that the Safe Reopening Initiative projects are removed.

¹⁰ GCIMS data by application fiscal year

ethnocultural, racialized, and Indigenous groups. The CCSF also conducted research in 2023 to better understand and adapt to the evolving sector’s needs. This research intended to increase and improve access to arts, culture, and heritage to Canadians, including underserved communities.

The CCSF responded to evolving needs during the COVID-19 pandemic period. In particular, it delivered two emergency funding initiatives: the Making Cultural Spaces Safe During COVID-19 and the Supporting the Foundations of Cultural Infrastructure Initiatives.

Stemming from the 2021 Budget, the Making Cultural Spaces Safe During COVID-19 Initiative was open to not-for-profit arts or heritage organizations and provincial/territorial governments and municipal administration. The fund aimed to increase the number of cultural facilities able to safely re-welcome workers and the public to their spaces through renovating or adapting spaces, and to purchase and install health and safety-related specialized equipment. Through this fund, a total of \$14.8 million was distributed to 184 organizations. Examples of how some recipient organizations used the fund to adapt to public health requirements include:

- purchase of mobile concert trailer and stage adaptation;
- purchase of portable outdoor skating rink-theatre;
- provision of live-streaming access and rooftop unit conversion;
- health and safety upgrades; and
- purchase of ceiling air purifiers and digital equipment for hybrid performances.

The second initiative, Supporting the Foundations of Cultural Infrastructure, was part of PCH’s Recovery Fund for Heritage, Arts, Culture and Sport Sectors. Its objective was to support existing Program recipients who, due to the COVID-19 pandemic, were struggling with the operational viability of infrastructure projects already underway. Through this initiative, \$6 million was distributed to 2 projects in 2021-22, and over \$9.8 million was distributed to 26 projects in 2022-23. Supporting these existing projects facing cost overruns not only helped meet immediate needs, but also protected government investments.

4.1.2. Alignment of the CCSF with Canadian Heritage’s strategic outcomes and core responsibilities and government priorities

Evaluation question:

To what extent is the CCSF aligned with the strategic outcomes and core responsibilities of Canadian Heritage and government priorities (including IDEA, official languages, environment, and reconciliation)?

Key findings:

- The CCSF is aligned with Canadian Heritage’s strategic objectives and core responsibilities.
- It also respects to a certain degree the government’s priorities regarding the environment, official languages, IDEA and reconciliation.
- There are challenges in reaching underserved and Indigenous communities as well as rural and remote areas and those lacking arts and cultural infrastructure.

The CCSF is aligned with Canadian Heritage’s strategic objectives and core responsibilities

Overall, the CCSF is a well-established program that supports cultural infrastructure and allows PCH to play a leadership role in this commitment. It is consistent with the department’s strategic goals, supporting access to cultural infrastructure, as outlined in Core Responsibility 1: Creativity, Arts, and Culture¹¹, ensuring Canadians have access to cultural spaces in their communities. Recognizing the significance of the creative sector to Canada’s economy, the federal government has made substantial investments through the 2016 and 2017 Budgets, reflecting strong public support for arts and culture.

There are some gaps with environmental, IDEA and reconciliation government priorities

The Program respects key government priorities related to official languages, the environment, IDEA and reconciliation, but the evaluation found some gaps with regards to environment, IDEA and reconciliation with Indigenous peoples.

The CCSF has well-defined environmental targets and supports cultural and heritage institutions to reduce the environmental impact of their facilities and activities. For example, the CCSF funded the construction of a new facility to the benefit of the Alliance Française de Vancouver, which was designed with sustainable building practices and built to a Leadership in Energy and Environmental Design (LEED) Gold standard. However, the evaluation identified the lack of budget as a barrier to adding greening requirements to construction or renovation projects.

There is evidence that the CCSF implements certain valuable practices relating to IDEA. These include engaging in community consultations to understand needs and supporting intergovernmental coordination, increasing the maximum percentage of eligible expenses, accepting certain types of projects previously deemed ineligible, and consulting with the PCH Reconciliation Directorate and stakeholders from equity groups and Indigenous communities.

The Program also participated in an internal equity, diversity, and inclusion (EDI) review, aimed at identifying and addressing systemic barriers encountered by ethnocultural and racialized arts and heritage organizations. It began integrating IDEA and reconciliation perspectives in its application and project selection review process. This funding prioritization toward equity groups and Indigenous communities is based on regional investment strategies that were developed by each of the five regional offices, according to their specific regional context and needs.¹²

Despite these efforts, the needs of equity groups and underserved communities are not being fully addressed. Interviewees suggested that some needs could be better addressed by making changes to application guidelines. This could include broadening definitions, project criteria, eligible expenses or eligibility to accommodate the needs of diverse communities. Recipients surveyed echoed these

¹¹ Government of Canada. (2023). Overview: PCH Transition - July 2023. Canadian Heritage.

¹² Projects from northern, rural, and Indigenous communities, racialized communities, ethnocultural communities, official-language minority communities (OLMCs), youth audiences, LGBTQ2S+ communities, and culturally diverse communities are prioritized by the Program’s regional offices.

sentiments, calling for the Program to review and revise definitions and criteria and enhance consultations, communications, and outreach efforts with potential applicants. They pointed to prioritizing rural and remote communities, as well as regions lacking art and heritage cultural infrastructures. Experts from the panel discussion also called for a more inclusive cultural funding approach, expressing concerns about regional disparities and accessibility.

Based on insights gathered from various lines of evidence, lessons learned, and best practices have emerged related to IDEA for the CCSF's consideration in [Annex A](#).

4.1.3. CCSF overlap or complementarity with other programs

Evaluation question:

To what extent does the CCSF overlap with or complement other programs in Canada and within the department?

Key findings:

- The CCSF is the only federal program primarily dedicated to cultural infrastructure and is seen as a leader in supporting the federal government's commitment in this area.
- The CCSF complements other federal, provincial, and territorial programs, allowing access to a wider range of financing options.
- Collaboration with other federal departments, provinces, and territories ensures a wider reach for cultural spaces projects.

The CCSF is a unique and important federal cultural infrastructure program

The CCSF stands out as the sole federal program exclusively dedicated to arts and heritage infrastructure. According to experts and other lines of evidence, the federal government, and the CCSF particularly, has been a leader in supporting cultural infrastructure across the country and bringing departments and stakeholders together. The CCSF is part of an overarching federal framework designed to support creation and access to Canadian content.

The CCSF complements other federal, provincial, and territorial programs, ensuring wider reach

The CCSF effectively complements other federal, provincial, or territorial programs and initiatives, as well as those administered by PCH, ensuring broader financial support for cultural spaces. A comparative analysis is presented in [Table A-2, Annex A](#)

The majority of interviewees confirmed its complementarity, noting that the objectives of other programs, such as PCH's Community Space Fund, and Infrastructure Canada's Investing in Canada Infrastructure Program (ICIP), differ from that of the CCSF. Some interviewees highlighted that CCSF funding criteria are less restrictive than that of the ICIP, allowing for a wider reach. There was also acknowledgement that being able to direct potential applicants and recipients to other funding sources is beneficial in a context of oversubscription. However, some concerns were raised concerning potential confusion among prospective recipients due to the range of existing federal infrastructure programs.

4.2. Effectiveness

Evaluation question:

To what extent is the CCSF achieving its expected short-, medium- and long-term results?

Key findings:

- Overall, the CCSF achieved its short- and medium-term expected results and contributed to the achievement of its long-term result during the period covered by the evaluation.
- The additional funds, particularly those stemming from the 2017 budget, contributed greatly to the achievement of the Program’s results.

4.2.1. Short-term result

The CCSF succeeded in approving infrastructure projects with diverse sources of funding

Between 2018-19 and 2022-23, the CCSF achieved its short-term expected result by approving an average of 169¹³ projects annually, exceeding its target of 125. The numbers remained quite stable, except for a decline to 121 projects in 2022-23.

The cultural infrastructure projects had diverse sources of funding. Through the CCSF, the federal government fulfills its leadership role in supporting cultural infrastructure across the country and leveraging other partners. CCSF provides only a small percentage of overall funding to projects, ranging from 10 to 22 % over the period. An average of 82% of project funding was from sources other than the CCSF, exceeding the Program target of 70%. The average remained stable during the evaluation period (80%), except for an increase in the last year, reaching 90 % in 2022-23. The majority of recipients surveyed reported receiving funds from other sources aside the CCSF, including other federal programs, provincial and territorial and municipal governments, foundations, Indigenous organizations, private donors, and non-profit organizations.

Table 8: CCSF and non-CCSF funding (\$ millions), 2018-19 to 2022-23

Approval fiscal year	Project cost	Amount approved ¹⁴	Funding from CCSF (%)	Non-CCSF funding (%)
2018-19	426	72.6	17	83
2019-20	271	57.6	21	79
2020-21	212	42.9	20	80
2021-22	392	85.9	22	78
2022-23	407	39.8	10	90

Source: Arts Branch internal database

Note: Data does not include funding in response to the COVID-19 pandemic

¹³ Making Cultural Spaces Safe During COVID-19 Initiative funding removed from the data as per Program performance data.

¹⁴ As per methodology used by the Program, the parameter by “approval fiscal year” for this indicator, as opposed to most of the data shown under indicator 1.1.4 that uses the parameter by “application fiscal year”. Therefore, some variations are shown in the amounts distributed.

4.2.2. Medium-term results

Overall, artists and creators have access to professional cultural facilities

The CCSF enables artists and Canadians to access cultural and professional facilities. Between 2018-19 and 2022-23, the Program funded a total of 920 projects. According to Program data, 74% of these projects had a direct impact on artists and creators, slightly below the Program-established target of 80%.

Almost all survey participants (93%) agreed that artists and creators have access to professional cultural facilities in their communities, emphasizing the positive influence of CCSF-funded projects in supporting the artistic community and enhancing cultural infrastructure.

A portion of the \$300 million additional spending for cultural spaces from the federal government for 2018 to 2028 was earmarked to build, renovate, and equip creative hubs¹⁵. As a result, a total of 56 creative hubs were funded through the CCSF during the period covered by the evaluation¹⁶. In a 2018 study on cultural hubs and cultural districts conducted by the Standing Committee on Canadian Heritage, representatives of hubs across Canada highlighted the pivotal role of cultural hubs and districts in nurturing community cohesion.

Notable projects supported by CCSF funding include: the reopening of the round barn in the Township of Potton (Quebec); the restoration of the Chinese Canadian Museum (British Columbia) and the Canadian Canoe Museum, Massey Hall Revitalization Project, and Old Town Hall (Ontario).

The CCSF supports the availability of arts and heritage experiences for Canadians across the country

The CCSF has a considerable reach nationwide and benefits from the connections and awareness of local context afforded by regional delivery. It supports arts and heritage organizations to improve facilities and infrastructure and enhance access to a variety of arts and heritage experiences by investing in communities of all sizes, in all regions of the country.

The CCSF provides support to arts and heritage projects from diverse communities. During the period covered by the evaluation, the Program supported 564 projects in unique communities, including 100 large urban centres, 54 medium urban centres, 70 small urban centres, 149 rural communities, and 191 remote communities. An average of 42% of funding was dedicated to urban centres¹⁷, which aligns with its plans to maintain at least 50% support to projects in smaller communities. In addition, an average of 93 communities benefited from improved cultural facilities, exceeding the Program target of 80.

Almost all recipients surveyed (97%) felt that diverse arts and heritage experiences are available in their community, supporting the positive impact of CCSF-supported initiatives. However, some stakeholders expressed a need for the Program to support a wider variety of arts and heritage experiences in a wider

¹⁵ Through the Government of Canada's (2017) Creative Canada Policy Framework.

¹⁶ Creative hubs targets were not established for the evaluation-covered period.

¹⁷ Includes large and medium urban centres.

variety of locations. For example, funding community-engaged arts initiatives and organizations with enhanced focus on underserved communities, rural, remote and northern areas. Also, beginning in March 2020 with the emergence of the COVID-19 pandemic, Canadians' access to arts and culture events and facilities was severely limited, particularly due to closures, cancellations, and postponements necessitated by public health measures.

The CCSF took measures to improve access to cultural spaces for underserved communities

The CCSF has a vital role in funding capital improvement projects that enable better access to cultural spaces by equity groups and Indigenous communities. An average of 20% of CCSF funding was directed to underserved communities, below the Program target of 25%¹⁸ but rising over the evaluation period. An average of 36% of projects focused on these communities, exceeding the same target ([Table A-8, Annex A](#)).

Despite efforts made to prioritize equity groups and Indigenous communities, challenges remain for these communities in the arts and heritage sector. The 2018 Culture Track: Canada survey revealed that 14% of Indigenous peoples and people of colour shared a lack of participation in cultural activities due to the activities not reflecting people of all backgrounds. Similarly, a Canada Council for the Arts survey¹⁹ highlighted that there is a perception of a lack of artistic and cultural venues run by and dedicated to black, Indigenous, and people of colour artists.

These findings underscore the importance of continued efforts to address disparities and ensure equitable access to cultural opportunities for all Canadians, particularly underserved communities.

4.2.3. Long-term result

The CCSF contributed to Canadians valuing and accessing arts and heritage spaces

Canadians value arts and heritage spaces. Almost all (98%) of recipients surveyed as part of this evaluation believe that Canadians appreciate art and heritage spaces. Furthermore, the 2020-21 Arts and Heritage Access and Availability Survey ([Table A-4, Annex A](#)) indicated that:

- 70% of Canadians feel that artistic and cultural activities are at least somewhat important to their quality of life and that of their families. This represents an upward trend compared to the results of the surveys conducted in 2017 (69%) and in 2012 (66%).
- 26% of Canadians rated the quality of arts and culture establishments as "very good". The trend in Canadians' opinion of the quality of arts facilities is upward, with 60% rating them as "good or very good" in 2021, compared to 56% in 2017 and 55% in 2012.

¹⁸ The Program established a 25% target in 2021 to prioritize underserved communities, including Indigenous, ethnocultural, and official language minority.

¹⁹ Survey conducted in 2020 artists and arts organizations including youth, Indigenous peoples, culturally diverse groups, Deaf and disability groups, and official language minority communities, from across Canada, including the North to support its 2021-26 Strategic Plan

These results are in line with the 2023 Museum Policy Survey, which reports that 89% of Canadians agreed with the statement that heritage institutions contribute to their quality of life, and that 85% agreed that the government should highly value heritage institutions.

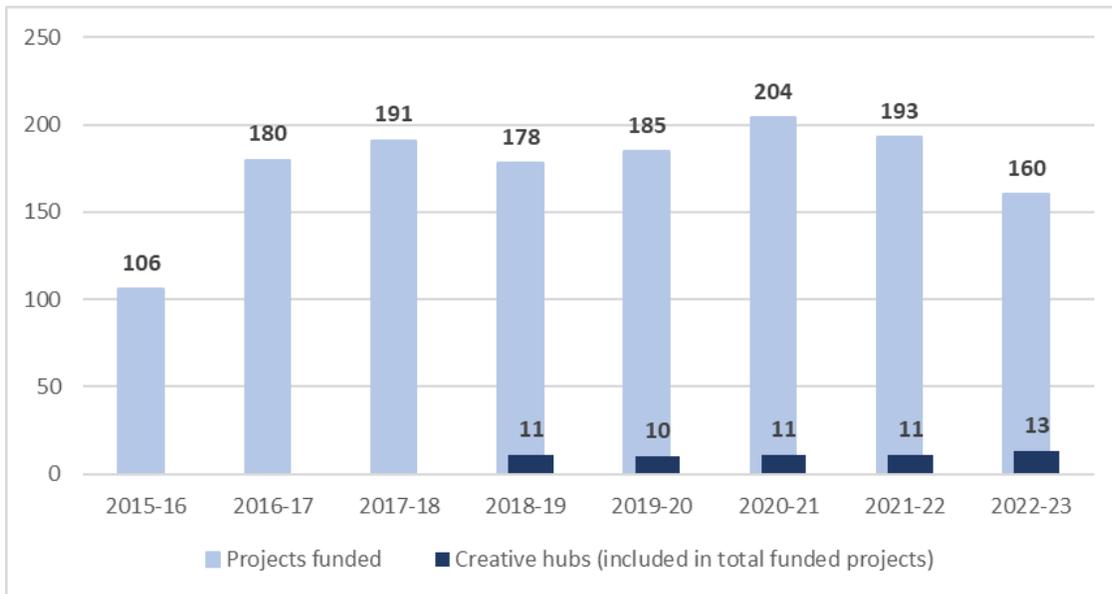
The Program contributes to Canadians having access to cultural facilities in their communities. According to PCH Departmental Results Reports²⁰, an average of 41% of Canadians had access to improved cultural facilities in their community²¹, reaching its target of 40%.

4.2.4. Facilitators and barriers to the achievement of results

The 2016 and 2017 additional funding contributed to the achievement of results

The number of CCSF cultural infrastructure projects grew from 106 in 2014-15 to a peak of 204 in 2020-21 (Figure 2) with additional funds from budgets 2016 and 2017 which essentially doubled the Program budget. The increase in funding played a crucial role in the Program's performance by substantially increasing its capacity to fund a greater number of cultural infrastructure projects. However, this additional time-limited funding will sunset on March 31, 2028.

Figure 2: Cultural infrastructure projects funded, 2015-16 to 2022-23



Source: Data published by PCH (Information on transfer payment programs - Departmental Results Report 2016-17 to 2022-23 and Departmental Performance Report 2015-16).

Stakeholders acknowledged that the additional funds contributed to the Program's results, enabling better project management, supporting projects in various communities, and preventing closures in rural, remote, and small municipalities. While the funding increase was generally well received, some

²⁰ PCH 2018-19 to 2022-23 [Departmental Results Report](#)

²¹ Calculated as the average percentage of Canadians from unique communities (as determined by Statistics Canada census sub-divisions) with improved cultural facilities because of support by the Program, from 2018-19 to 2022-23.

stakeholders agreed that it did not address the growing challenges faced by Canadian communities in meeting cultural needs, particularly the increased demand for funding. They highlighted that the funding amount remained insufficient when compared to evolving needs and environmental context.

4.3. Efficiency

4.3.1. Program Design and Delivery

Evaluation question:

To what extent has the design and delivery of the CCSF resulted in optimal efficiency of program resources?

Key findings:

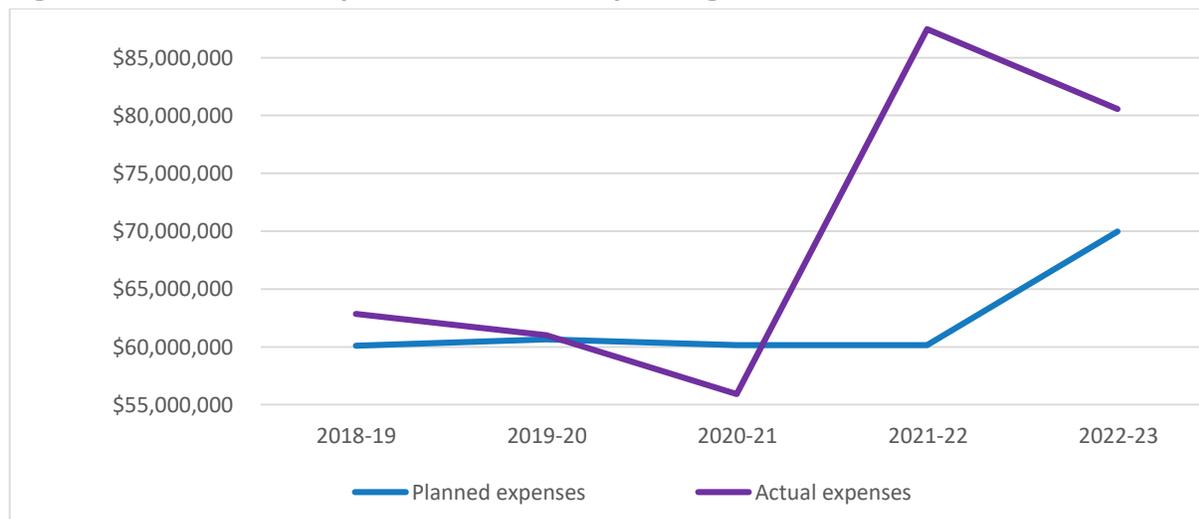
- The CCSF is delivered in an efficient manner. Actual spending aligned largely with planned spending, except for cost overruns resulting from additional funding received to address the COVID-19 pandemic. The Program's administrative ratio was relatively stable. The Program generally met its service standards.
- There are mechanisms in place to support efficient delivery of the Program. Despite its complex nature, stakeholders were generally satisfied with the excellent service received from Program officers, and particularly with the management of the COVID-19 funding.
- The evaluation notes some areas for improvement related to: the funding model in consideration of equity groups and Indigenous communities; application processes; resource management; and outreach and communication with clients and partners.

Alignment between planned and actual spending with cost overruns largely due to the pandemic

The trend between planned and actual spending was relatively stable at the start of the evaluation period, with less than 5% differences in 2018-19 to 2019-20. In 2020-21, the first year of the pandemic, the difference was -7%. Then the actual spending rose dramatically in 2021-22, and exceeded plans by 45%, representing \$27.3 million. This continued in 2022-23 to a lesser extent with a spending surplus of 15% compared to the planned, representing \$10.6 million (Figure 3 and [Table A-6, Annex A](#)).

The increased spending from 2021-22 to 2022-23 is explained by additional funds allocated to respond to the COVID-19 pandemic, including cost overruns experienced by funded projects. It was further affected by variations caused by project postponements from one fiscal year to another, and through transfers from other departmental programs for emerging priorities. These combined factors underscore the dynamic nature of the CCSF's financial management in response to evolving circumstances and priorities, highlighting the Program's flexibility and adaptability in response to an unexpected shift in situation and needs.

Figure 3: Trend between planned and actual spending, 2018-19 to 2022-23



Source: PCH Departmental Results Report and Chief Financial Officer Branch.

The administrative ratio was relatively low and stable

During the evaluation period, the administrative ratio of the CCSF remained relatively low and stable (Table 9). This ratio gives an indication of the cost to operate the Program by PCH (\$30.3 million) compared to the Gs&Cs funding delivered to clients (\$317 million). Overall, with an average of 9% for this period, the ratio is slightly higher compared to 7% for the last two evaluations (2017-18 and 2012-13). Notably, the ratio was higher in the initial three years of the evaluation period, with 10% recorded in 2018-19 and 2019-20 and peaking at 11% for 2020-21. Subsequently, the administrative ratio declined alongside an increase in Gs&Cs spending, reaching 7% in 2021-22 and 8% in 2022-23.

Table 9: CCSF administrative costs by fiscal year (\$ millions), 2018-19 to 2022-23

Financial Resources	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Total Operating Expenditures	6.2	5.9	6.1	5.9	6.2	30.3
Gs&Cs Expenditures	56.7	55.1	49.8	81.5	74.4	317
Total Expenditures	62.9	61.0	55.9	87.5	80.6	348
Administrative Ratio²²	10%	10%	11%	7%	8%	9%

Source: Data published by PCH (Departmental Results Report) and Chief Financial Officer Branch

Breaking down the administrative ratio by region, excluding indirect costs, reveals similarities across the Western, Ontario, and Quebec regions, with recording ratios of 7%, 5%, and 5% respectively. However, higher administrative ratios of 13% are observed for the Prairie and Northern²³, as well as Atlantic regions. These variations highlight potential differences in administrative processes and expenses across different geographic areas.

²² Operating expenditures/total expenses.

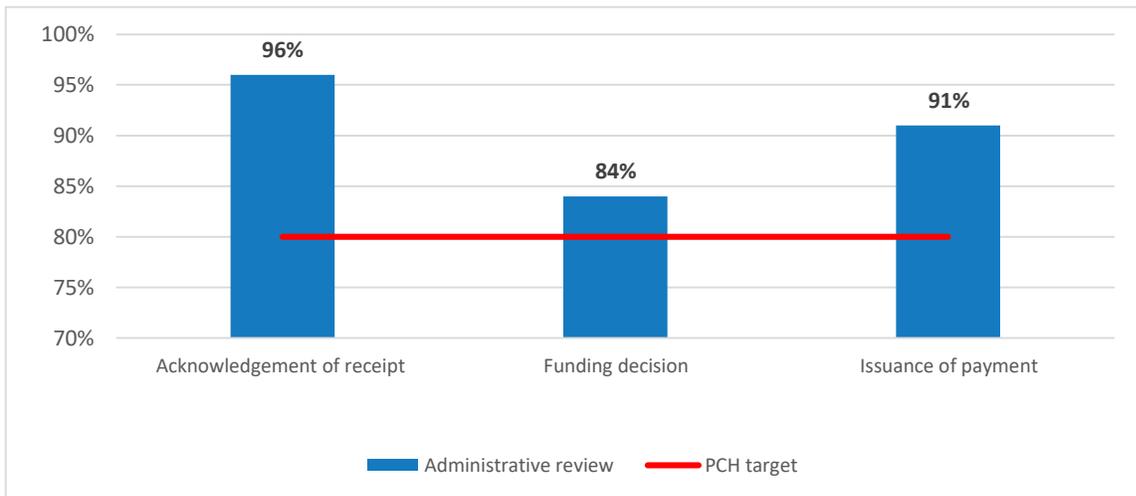
²³ Costs related to the call centre are recorded under the Prairies and Northern region.

Service standards were generally respected

The CCSF surpassed the departmental service standards target of 80% (Figure 4, as well as [Table A-5, Annex A](#)). In summary, the service standards for:

- The acknowledgement of receipt of application²⁴ was met an average of 96% of the time.
- Funding decision²⁵ was met an average of 84% of the time. It was met 99% of the time on average for the Making Cultural Spaces Safe During COVID-19 Initiative in 2021-22, which demonstrates high efficiency in the funding decisions for this initiative.²⁶
- The issuance of payments²⁷ was met an average of 91% of the time.

Figure 4: Percentage of service standards achievement, 2018-19 to 2022-23



Source: Data published by PCH (Service standards for Canadian Heritage funding programs) and recipient survey.

There is general satisfaction with the CCSF delivery process and accountability mechanisms



Overall, evidence suggests that CCSF maintains high standards of client service. There was a high level of satisfaction among Program recipients with the CCSF application process and accountability mechanisms. Most (89%) recipients expressed satisfaction with the application process, with 56% being very satisfied. Similarly, 85% of recipients expressed satisfaction with accountability mechanisms, with 58% indicating that they were very satisfied.

Funding allocation in response to the COVID-19 pandemic was particularly deemed efficient. This funding allocation was characterized by rapid decision-making and funding delivery processes, reduced

²⁴ Service standard of 2 weeks.

²⁵ Service standard of 30 weeks.

²⁶ [Service standards results for Canadian Heritage funding programs - Canada.ca](#). Note: The regular service standard for funding decisions is 30 weeks, but it was reduced to 16 weeks for COVID-19-related initiatives.

²⁷ Service standard of 4 weeks.

level of complexity in the application process, and overall satisfaction with efficiency. These measures collectively underscore the CCSF's commitment to delivering resources efficiently to support cultural infrastructure projects, especially amid the context of COVID-19. The survey respondents also indicated efficiency for the two initiatives in response to COVID-19 (99%²⁸ and 100%²⁹).

The CCSF has mechanisms in place to support efficient delivery

Clear and complementary roles and responsibilities and effective coordination between HQ and regional offices, as well as implementation of strategies and measures to manage additional funds and evolving needs during the COVID-19 pandemic, support the efficient delivery of the Program.

A critical factor contributing to the Program's efficiency is the shared responsibility between HQ and regional offices. This collaborative approach ensures effective coordination and distribution of responsibilities, allowing for streamlined operations and successful execution of the CCSF's activities and, thus, enabled program adaptation to diverse client needs. While HQ focuses on policy development, design, procedures, performance reporting and coordination, regional offices handle delivery, implementation, and client engagement. In particular, the Program is delivered by regional officers with a deep knowledge of local conditions and with a better ability to respond to specific strengths and challenges of clients in different communities across the country³⁰.

Several internal interviewees perceived that the roles and responsibilities of HQ are complementary to those of the regions. They considered the delivery of funds at the regional level to be a quality approach and highlighted the importance of maintaining an open communication and effective coordination between the central administration and the regions.

Furthermore, interviewees highlighted several positive elements of the application process, including the continuous application intake, the anticipated introduction of a new application portal and forms, and the work of Program officers. These elements combined are expected to streamline the application process, enhancing efficiency and accessibility for applicants.

To further support efficient program delivery, the CCSF implemented several new management frameworks over the period of the evaluation:

- A consolidated management framework was implemented in June 2022³¹ to guide decision-making and for Program operations. It details how the CCSF management is supported by relevant and effective governance, control and risk-management processes that are in line with and in support of the policy direction provided by the Government of Canada.

²⁸ Respondents who received funding for the Initiative Making Cultural Spaces Safe during COVID-19

²⁹ Respondents who received funding for the Initiative Supporting the Foundations of Cultural Infrastructure

³⁰ The regional funding delivery allows the Program to prioritize applications, considering factors like geographic community size, underserved disciplines, and IDEA populations.

³¹ Following the 2019 audit recommendation that the roles and responsibilities of central administration of the overall Program management be better defined and communicated through a management control framework, involving both the regional and national review committees.

-
- A protocol governing fund reallocation between regional offices was established in 2019 to facilitate the administration of additional funding and better address infrastructure investment differences across the five PCH regions.

As of May 2023, new CCSF measures were implemented to address cost overruns resulting from the COVID-19 pandemic for arts and culture infrastructure projects³². These changes were intended to support arts and heritage projects and organizations, particularly those in remote and rural communities or underserved communities, experiencing inflationary pressures and pandemic-associated challenges. Key changes included:

- Increase of maximum amount of grants from \$100,000 to \$150,000.
- Increase of eligible expenses for organizations from a population facing barriers to cultural participation or presenting underserved discipline, from 75% to 90%.
- Amendments to the CCSF terms and conditions, with clarification of eligible projects, recipients, and expenses. This involves specific funding criteria on exceptional circumstances for projects targeting underserved communities and underrepresented disciplines.³³
- Updates to the application guide, application form, and supporting documentation to further align with the policy direction of the government for creative hubs.
- Implementation of a requirement for new renovation and construction projects, with a total cost of \$5 million or more.³⁴
- Request for supporting documentation, such as quotes and estimates less than six months old from the date of the funding application submission.

There are certain delivery challenges and suggestions for improvement of efficiency

The evaluation identified some challenges that impact efficient delivery of the Program to some extent:

- not only do program officers face a high level of workload due to consistently high demand for funding and the continuous intake process, but they also need program-specific training to fulfill their responsibilities;
- internal departmental tools for information management, such as the GCIMS database, are perceived as outdated and can complicate applications and reporting;
- there are fluctuations in the available Program budget due to the need to fund multi-year projects, raising concerns about the potential risks of overspending in some years as well as the possibility of losing unspent financial resources within a given fiscal year;
- there are gaps in cultural infrastructure programs across certain provinces and territories, making it difficult for certain organizations to secure necessary additional funding required for

³² In response to short-term budgetary pressures for 2022-23 and 2023-24 resulting from cost overruns for cultural infrastructure projects.

³³ Projects taking place in rural and remote areas; OLMCs; 2SLGBTQI+ groups; people with disabilities; Indigenous communities; black communities and other racialized groups; and other exceptional cases.

³⁴ In consideration of financial challenges facing infrastructure projects and the impact of cost overruns.

- eligibility in some regions; and
- application forms do not reflect the different needs and realities of applicants.

The evaluation identifies some opportunities for improvement to address three broad challenge concerns related to: funding model and application processes; resource management; and outreach and communication. These opportunities are summarized in Table 10.

Table 10: Opportunities for efficiency improvement

Funding Delivery Model and Application Process	<ul style="list-style-type: none"> • Adaptation of the funding delivery model to further consider certain amounts of funding for equity groups and Indigenous communities, more use of grants³⁵, and better planning for multi-year funding. • Simplification and streamlining of the application process and accountability requirements, especially for small, low-risk projects. • Improvement of the online application and project management portal.
Human and Material Resources	<ul style="list-style-type: none"> • Appropriate mechanisms and tools to better assess and monitor projects. • Further strengthening of the administrative capacity and technical knowledge of Program officers.
Outreach and Communication	<ul style="list-style-type: none"> • Improvement of data collection on rejected projects. • Support for field visits and outreach to prospective clients. • Collaboration mechanisms with provincial and territorial partners. • Clear communication with clients related to funding thresholds.

4.4. Future prospects

4.4.1. Potential impacts and options for the future of the Program

<p>Evaluation Question: Given the current issues and trends facing cultural infrastructure, what are the implications and possible options regarding the future of the Program?</p>
<p>Key findings:</p> <ul style="list-style-type: none"> • With a range of challenges facing the sector, notably post-pandemic financial pressures and ongoing barriers to equity groups and Indigenous communities, the Program must continue to adapt to emerging and evolving needs and trends. • There are examples of innovative approaches and models for the CCSF’s consideration moving forward, including new partnerships, social enterprise models, ways to support more sustainable funding, and flexible program design and adjustments.

The CCSF must continue to adapt to address challenges facing the arts and culture sector

There are a number of challenges facing the sector (see section 4.1), impacting the CCSF's ability to effectively address emerging and evolving needs and trends.

³⁵ Relevance section of the report presents the ratio of Gs&Cs.

The CCSF conducted internal research in 2023 that highlights ways that Canada’s arts, culture, and heritage sectors can address cultural space problems. It speaks to opportunities for more flexible use and definition of cultural space, an increase in the use of technology, and greater engagement in funding partnerships for equity groups and Indigenous communities.

Based on this report and other findings of the evaluation, it appears that efforts to better support flexibility, equity, collaboration, and knowledge are important considerations to inform the future of the CCSF. In summary:

1. **Flexibility:** allow funding of new types of spaces, public, outdoor, and digital, as well as new operating models to better serve Canadian organizations. Doing so allows more diversity and supports creative and cultural facilities in rural and remote centres, as well as the accessibility of spaces for low-income and other groups.
2. **Equity:** further build on work to advance the program’s IDEA engagement with equity groups and reinforce partnerships with Indigenous communities and demonstrate ongoing commitment to reconciliation.
3. **Collaboration:** foster connections and partnerships within the sector, particularly among those with common interests and needs. Support connections with other government funding programs, notably those led by Infrastructure Canada.
4. **Knowledge:** increase understandings of Indigenous cultural practices and that of equity groups. In addition, continue to develop knowledge and awareness of technology and specialized equipment.

There are a range of innovative approaches and models that may inform the future of the CCSF. Table 11 provides some examples for consideration moving forward.

Table 11: Innovative approaches and models

Innovative partnerships	<ul style="list-style-type: none"> • Encourage connections between corporate entities and organizations to: <ul style="list-style-type: none"> ○ provide diversified funding foundation for cultural infrastructure projects to launch more successfully; and ○ ensure cultural facilities are accessible and available to a wide range of communities with the involvement of various stakeholders (public, private, non-profit). • Foster connections between rural areas and urban centres and create networks among smaller communities for broader access.
Social enterprise models	<ul style="list-style-type: none"> • Support organizations in their efforts to diversify their revenues through a social enterprise model³⁶. For example, some ideas include running a gift shop, selling merchandise, and creating separate for-profit enterprise or hybrid structure to support the core mission of the non-profit.
Sustainable funding	<ul style="list-style-type: none"> • Promote outdoor, multi-use, re-use, and grouping of cultural spaces to accommodate diverse artistic needs.

³⁶ As per [Innovation, Science and Economic Development Canada](#), “a social enterprise is a revenue-generating organization whose objective is to have a social impact”.

	<ul style="list-style-type: none"> • Encourage organizations to accumulate funds for maintenance costs of cultural spaces to support their long-term operational need. • Encourage arts leaders to connect with peers who completed similar projects to share lessons learned and better manage project costs (avoiding surprises and repetition of mistakes).
<p>Flexible program design/adjustments</p>	<ul style="list-style-type: none"> • Implement a more flexible program design to meet the evolving needs of the arts and culture sector³⁷, while considering a: <ul style="list-style-type: none"> ○ more manageable application framework; ○ centralized model of admissions systems; and ○ re-examination of the continuous application intake with a deadline-based approach, along with a component of expression of interest. • Support underserved communities by providing repayable finance to socially driven arts and cultural organizations, prioritizing those with a social mission as a means to support local community needs³⁸. • Support spaces for cultural activities of Indigenous communities through re-establishment and revitalization and other means³⁹. • Increase the long-term security of tenure of cultural and arts space. For example, through blended financing method (land and building owned, ground lease, shared equity, etc.) to ensure affordable, stable space⁴⁰. • Promote modernization, including use of computers, servers, and online services.

When asked about their views on the future of the CCSF, stakeholders had mixed feelings, with some expressing optimistic perspectives, emphasizing the significance of the CCSF in securing a prosperous future for Canadian cultural spaces, while others expressed more pessimistic viewpoints regarding the current and emerging realities and challenges of the sector.

Stakeholders underscored the critical nature of the funding, citing the need for bolstering support for cultural facilities. They also noted CCSF’s leadership role in the context of cultural infrastructure projects and addressing the needs of equity groups and Indigenous communities. Many interviewees foresee an increasing demand for cultural space, highlighting various community and modernization needs.

“The CCSF will be more important than ever given environmental concerns, the impact of inflation and the longevity of arts and culture in rural organizations.”

Evaluation Survey Sample

³⁷ For example, the *Canada Council for the Arts’ Strategic Innovation Fund*.

³⁸ For example, *NESTA’s Cultural Impact Development Fund and Community Spaces at Risk Fund, United Kingdom*.

³⁹ For example, *Cultural Spaces in Indigenous Communities Program, Canada*.

⁴⁰ For example, *Vancouver Cultural Land Trust by 221A, Canada; Community Arts Stabilization Trust, San Francisco; Community Arts Stabilization Trust, the United States; and London Endowment for Heritage Fund, United Kingdom*.

5. Conclusions

The evaluation confirms the CCSF to be a relevant, effective, and efficient program. There is high demand and clear ongoing needs for cultural spaces, which are important to Canadians. The CCSF is aligned with federal government priorities and PCH core responsibilities and complements other programs supporting cultural infrastructure. The Program has delivered the expected results, supported by the additional funding in 2016 and 2017. Despite its complex nature, the CCSF is generally delivered in an efficient manner.

Nonetheless, the cultural landscape is evolving and challenges persist, particularly related to increased costs for infrastructure projects. The pandemic escalated already rising project costs, resulting in overruns that put additional pressure on the CCSF budget.

CCSF budget pressures will probably only become more difficult. Budget 2023 announced a plan to bring government spending back to pre-pandemic levels. In response, the PCH 2024-2025 Departmental Plan⁴¹ highlighted a reduction of spending to a total of \$39.7 million over the next three years and moving forward. The CCSF is one of the departmental programs being affected by this measure. This, coupled with the time-limited additional investment of \$30 million per year planning to sunset in 2027-28, will have an impact on the Program starting in 2028-29.

The Program recognizes the underrepresentation of equity groups and Indigenous communities and is committed to mitigating barriers to funding. However, in the context of limited resources and high demand, it will be challenging for the CCSF to increase financial support to these communities. Therefore, the CCSF should focus on areas under its control, such as improved outreach and consideration of changes to program criteria, to better reach these groups and communities.

It will be important for PCH to continue to examine CCSF objectives, priorities, and activities so that the Program remains relevant and performant moving forward. Considering that most of the CCSF's budget is dedicated to construction and renovation projects, the Program has an opportunity to realign how it supports its clients within the current context. Specifically, there are opportunities for the Program to consider some strategic changes to its model and funding mechanisms. For example, by focusing more on renovations of existing infrastructure versus new builds, or supporting current cultural spaces adapt to climate change.

⁴¹ [Departmental Plan 2023-24 - Canadian Heritage - Canada.ca](#)

6. Recommendations, management response and action plan

Considering the findings and conclusions presented in this report, the evaluation offers two recommendations. The recommendations reflect the need for the Program to continue to address barriers faced by equity groups and Indigenous, rural and remote communities as well as to consider ways to adapt its funding mechanisms and criteria in the context of the evolving pressures faced by cultural spaces.

Recommendation 1
The evaluation recommends that the Senior Assistant Deputy Minister of the Cultural Affairs Sector should continue efforts to address barriers faced by equity groups and Indigenous, rural, and remote communities by revising eligibility criteria and definitions, while also enhancing outreach and assistance for these groups and communities.
Management response
The Canada Cultural Spaces Fund accepts this recommendation. The program acknowledges the need to reconcile the program’s objectives and expected results with the operating realities of Indigenous and equity groups and rural and remote communities to increase equitable access to funding and remove barriers. The program has already started to implement modifications related to this recommendation by revising program tools and expanding eligibility criteria to allow more flexibility for these communities. The program acknowledges the importance of a continued and focused outreach plan to further enhance the program’s reach to Indigenous, equity, and rural and remote communities.

Table 12: Recommendation 1 – Action plan

Action Plan Item	Deliverable	Timeline	Responsible
1.1 Update Program Guidelines, within the current terms and conditions, to be more inclusive for Indigenous and equity applicants	1.1.1 Facilitate a regional working group to identify the changes needed to the program guidelines	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	1.1.2 Revise applicant eligibility criteria around the professional status of organizations to allow for flexibility for Indigenous organizations	July 2024	Director General, Arts and Cultural Sector Strategy Branch

Action Plan Item	Deliverable	Timeline	Responsible
	1.1.3 Update program guidelines to allow for flexibility with alternative methods of applying such as oral applications	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	1.1.4 Ensure program guidelines clarify how the program will prioritize applicants representing Indigenous, underrepresented or equity groups or communities and applicants from rural or remote areas	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	1.1.5 Post updated guidelines to the PCH website	July 2024	Director General, Arts and Cultural Sector Strategy Branch
1.2 Update Program application and budget forms to be more inclusive for Indigenous and equity applicants	1.2.1 Facilitate a regional working group to identify the changes needed to the application form and budget form, in collaboration with the Centre of Excellence and Client Service Branch	August 2024	Director General, Arts and Cultural Sector Strategy Branch
	1.2.2 Implement a new accessible PDF application form and Excel budget form for program applicants	September 2024	Director General, Arts and Cultural Sector Strategy Branch
1.3 Update glossary definitions to be more inclusive for Indigenous and equity applicants and consistent across PCH programs	1.3.1 Replace the program use of the term “paid” with “compensated” to allow for flexibility amongst Indigenous applicants	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	1.3.2 Create a horizontal working group amongst Arts and Cultural Sector Strategy Branch programs and other PCH programs to share and harmonize best practices, approaches and tools for program delivery regarding (Re)conciliation	April 2025	Director General, Arts and Cultural Sector Strategy Branch

Action Plan Item	Deliverable	Timeline	Responsible
	and IDEA, including glossary definitions.		
	1.3.3 Update glossary terms according to findings from the horizontal working group	October 2025	Director General, Arts and Cultural Sector Strategy Branch
1.4 Explore alternative methods of outreach for Indigenous and equity applicants	1.4.1 Regional and national program teams work together to develop a consistent national outreach strategy	April 2025	Director General, Arts and Cultural Sector Strategy Branch
	1.4.2 Present outreach plan to senior management for approval	May 2025	Director General, Arts and Cultural Sector Strategy Branch
	1.4.3 Implement approved outreach plan	June 2025	Director General, Arts and Cultural Sector Strategy Branch
	1.4.4 Regional advisors and HQ employees prioritize allocating travel budget to site visits for Indigenous and equity-deserving applicants	April 2028	Director General, Arts and Cultural Sector Strategy Branch
Full implementation date: April, 2028			

Recommendation 2

The evaluation recommends that the Senior Assistant Deputy Minister of the Cultural Affairs Sector should ensure that the CCSF adapts its funding mechanisms and criteria to continue to address the evolving and emerging needs of Canadian communities in terms of cultural spaces, particularly in the context of reduced program resources.

Management response

The Canada Cultural Spaces Fund accepts this recommendation. The program acknowledges the need to maximize the impact of reduced program resources while continuing to remain relevant and adaptable in the current infrastructure context. The program has already started to implement this recommendation by expanding the feasibility studies component and funding new construction projects only under exceptional circumstances. The program will continue its effort to maximize its resources by exploring alternative funding mechanisms and criteria outside of the current terms and conditions.

Table 13: Recommendation 2 – Action plan

Action Plan Item	Deliverable	Timeline	Responsible
2.1. Experiment with funding a wider range of projects in the earlier stages of development	2.1.1 Expand the feasibility studies component to encourage innovative projects outside of the scope of traditionally funded projects, within the current Terms & Conditions	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	2.1.2 Update Program application guidelines and web content to reflect expansion of feasibility studies	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	2.1.3 Develop analysis report based on the findings from 2.1.1	June 2026	Director General, Arts and Cultural Sector Strategy Branch
2.2. Review findings from 2.1. and recommend program updates outside	2.2.1 Present recommendations report to senior management	September 2026	Director General, Arts and Cultural Sector Strategy Branch

Action Plan Item	Deliverable	Timeline	Responsible
of the current terms and conditions			
	2.2.2 Treasury Board Secretariat approval, as required	April 2027	Director General, Arts and Cultural Sector Strategy Branch
2.3. Explore new mechanisms to increase efficiency and prioritization of program funding	2.3.1 Update PCH website to reflect no new construction projects in order to maximize the reach of funds	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	2.3.2 Increase eligibility to support a wider range of cultural spaces, such as temporary spaces, meanwhile spaces, and outdoor spaces	July 2024	Director General, Arts and Cultural Sector Strategy Branch
	2.3.3 Develop directive on supporting partnership projects that benefit multiple organizations through a shared cultural space	June 2026	Director General, Arts and Cultural Sector Strategy Branch
	2.3.4 Introduce a lean, right-sized application and decision process for smaller projects and experiment with Expressions of Interest as part of the application process	April 2026	Director General, Arts and Cultural Sector Strategy Branch
Full implementation date: April, 2027			

Annex A: Supplementary tables

Table A-1: CCSF Logic Model

Activities	<p>Provide financial assistance through transfer payments to support 1) Construction, adaptive re-use or renovations of arts and heritage facilities, 2) Acquisition of specialized equipment, 3) Feasibility studies.</p> <ul style="list-style-type: none"> • Develop and distribute learning/information/support materials and Program guidelines and application forms • Review and assess applications • Recommend funding pursuant to national priorities, and Regional Investment Strategies • Manage and monitor funding agreements • Report on results
Outputs	Allocation of funds for cultural infrastructure
Immediate Results	Cultural infrastructure projects are approved and have a variety of funding sources.
Intermediate Results	<ul style="list-style-type: none"> • A variety of arts and heritage experiences are available in a wide range of communities • Artists and creators have access to professional cultural facilities
Ultimate Result	Canadians value and access arts and heritage spaces

Source: Internal Program documentation.

Table A-2: Analysis between the CCSF and other cultural infrastructure programs

Program	Complementarity	Risk of Overlap
Community Spaces Fund (PCH)	<ul style="list-style-type: none"> • Temporary program specifically for OLMCs. • Action Plan for Official Languages 2018-23: up to \$67.2M/5 years for construction projects related to OLMC educational and cultural infrastructure. • Official Languages Action Plan 2023-28: up to \$47.2M/5 years to increase the number and quality of community educational infrastructures and community spaces in OLMC organizations. 	Potential overlap; however, funds dedicated to OLMCs for community spaces.
Building Communities Through Arts and Heritage Program (PCH)	<ul style="list-style-type: none"> • The Legacy Fund component provides financial assistance for community capital projects that involve the restoration, renovation or transformation of existing buildings or outdoor spaces for community use (i.e., statue, community centre, monument, purchase related to work of art). • Eligible expenses must be directly related to activities that promote and encourage community involvement, and projects commemorating an important local figure or 	No overlap.

Program	Complementarity	Risk of Overlap
	historical event (not directly related to arts or heritage programming).	
Museum Assistance Program (PCH)	<ul style="list-style-type: none"> • Support for organizations and heritage workers to preserve and present heritage collections. • Museums may have access to certain other federal programs (i.e., this program addresses the conservation of objects in museums; however, in some cases, the CCSF may assist with the building envelope to ensure compliance). 	No overlap.
Investing in Canada's infrastructure - Community, cultural and recreational infrastructure (Infrastructure Canada)	<ul style="list-style-type: none"> • Investment of \$33 billion in the construction, expansion, and improvement of public transit infrastructure, based on allocations that are part of the Invest in Canada plan. • Implemented through bilateral agreements with provinces and territories. • Supports improvements to recreational facilities (arenas, indoor and outdoor recreational spaces) and community infrastructure (community centres, libraries). 	Potential overlap, however, viewed positively by stakeholders.
Cultural Spaces in Indigenous Communities Program (Crown-Aboriginal Relations and Northern Affairs Canada)	<ul style="list-style-type: none"> • Temporary Indigenous-specific program. • Program call for proposals closed December 1, 2021. • Investment of \$108.8M/2 years in Budget 2021, starting in 2021-22, to restore and revitalize Indigenous cultural spaces to help Indigenous women, girls, and 2SLGBTQIA+ people access their culture and identity through culturally relevant spaces and, thus, strengthen their safety. 	No overlap.
First Nations Infrastructure Fund (Aboriginal Services Canada)	<ul style="list-style-type: none"> • Indigenous-specific program for public infrastructure projects. • Created in 2007-2008, to help First Nations improve and develop public infrastructure, 9 categories of infrastructure, including cultural and recreational facilities, for First Nations located on reserves, Crown lands and lands set aside for the use and benefit of a First Nation. 	No overlap.

Table A-3: Best practices for better considering IDEA priorities in CCSF

Areas	Best practices
<p>Promoting access for equity groups and Indigenous communities</p>	<ul style="list-style-type: none"> • Delivery mechanisms such as designated funding envelopes, sponsorship or clauses with other organizations to promote access by equity groups and Indigenous communities to cultural spaces without the need for ownership, and use of Appendix K⁴². • Prioritizing projects that create better access. • Implementing a development component. • Considering oral application and reporting. • Adding support for access to services for equity groups (including succession planning, mentorship programs to support capacity-building). • Revising the terms “professional” and “professionalism” and expanding the definition of “cultural spaces” to encompass dynamic and experiential spaces. • Revising building ownership or long-term rental criteria. • Promoting better knowledge and understanding of needs within the Program. • Consulting with community and IDEA stakeholders. • More information sharing internally, and with federal counterparts and other levels of government on IDEA findings or strategies.
<p>Fostering better communication</p>	<ul style="list-style-type: none"> • Strengthening communication on the potential of the technical equipment component • Extending networks through community channels. • Revising job descriptions to include responsibility for awareness raising. • Strengthening intergovernmental coordination.
<p>Other practices or mechanism</p>	<ul style="list-style-type: none"> • Demonstrating ongoing commitment to reconciliation. • Establishing targets and improving information gathering in relation to gender-based analysis data. • Requiring racial and ethnocultural diversity in the leadership of funded organizations. • Continuing the work towards the full implementation of recommendations from the EDI report.

⁴² [Directive on Transfer Payments- Canada.ca.](https://www.canada.ca/en/government/publication/directive-transfer-payments-directive-transferts-paiements)

Table A-4: Importance of arts and culture events to quality of life for you/your family – trended (%)

Importance of the arts	2021 (n = 10 526)	2017 (n = 2 045)	2012 (n = 1 001)
Net: important	70	69	66
Very important	23	27	26
Somewhat important	47	42	40
Net: not important	30	33	35
Not very important	25	20	22
Not at all important	6	10	13

Source: Arts and Heritage Access and Availability survey, 2020-21

Table A-5: Service standard results by Program components

Approval process	Program component	2018-19	2018-19	2018-19	2019-20	2019-20	2019-20	2020-21	2020-21	2020-21	2021-22	2021-22	2021-22
		Application Volume	Weeks	Met (%)									
Acknowledgement of Receipt of Application	Expansion/Construction or Renovation/Adaptive Re-use	92	2	97	122	2	96	146	2	92	147	2	97
Acknowledgement of Receipt of Application	Feasibility Study or Specialized Equipment	115	2	98	112	2	95	146	2	95	119	2	93
Acknowledgement of Receipt of Application	Making Cultural Spaces Safe During COVID-19 Initiative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	218	2	97
Funding Decision	Expansion/Construction or Renovation/Adaptive Re-use	101	30	68	124	30	79	136	30	72	119	30	81
Funding Decision	Feasibility Study or Specialized Equipment	106	30	93	120	30	88	141	30	88	110	30	92
Funding Decision	Making Cultural Spaces Safe During COVID-19 Initiative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	205	16	99
Issuance of Payments	Expansion/Construction or Renovation/Adaptive Re-use	47	4	87	54	4	93	43	4	95	50	4	91
Issuance of Payments	Feasibility Study or Specialized Equipment	62	4	92	52	4	98	72	4	92	73	4	78
Issuance of Payments	Making Cultural Spaces Safe During COVID-19 Initiative	N/A	N/A	N/A									

Source: Data published by PCH (Service standards for Canadian Heritage funding programs).

Table A-6: Planned spending (\$ millions), 2018-19 to 2022-23

Spending	2018-19 Planned	2019-20 Planned	2020-21 Planned	2021-22 Planned	2022-23 Planned
Salary	4.6	4.3	4.7	4.9	5.2
Operation and Maintenance	1.4	1.1	1.3	1.1	1.2
Subtotal: Total Operating Expenditures	5.9	5.4	6.0	6.0	6.4
Regular Grants	7.0	7.0	7.0	7.0	7.0
“Supporting the Foundations of Cultural Infrastructure Initiative” Grants	-	-	-	-	5.0
Regular Contributions	47.2	48.3	47.2	47.2	47.2
“Supporting the Foundations of Cultural Infrastructure Initiative” Contributions	-	-	-	-	4.4
Subtotal: Gs&Cs Expenditures	54.2	55.3	54.2	54.2	63.5
Total	60.1	60.6	60.2	60.2	70.0

Source: Data published by PCH (Departmental Results Reports and Chief Financial Officer Branch).

Note: The funds for the Supporting the Foundations of Cultural Infrastructure Initiative are presented in a broken-down manner, while the funds for Making Cultural Spaces Safe During COVID-19 Initiative were received in the regular funds of the CCSF via submission to the Treasury Board of Canada Secretariat. The funding amounts are rounded, which explains the difference in the total amount.

Table A-7: Actual spending (\$ millions), 2018-19 to 2022-23

Spending	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual
Salary	5.0	4.8	5.2	5.0	5.1
Operation and Maintenance	1.2	1.1	0.9	0.9	1.0
Subtotal: Total Operating Expenditures	6.2	5.9	6.1	6.0	6.2
Regular Grants	3.6	4.6	4.3	13.3	4.0
“Supporting the Foundations of Cultural Infrastructure Initiative” Grants	-	-	-	-	0.4
Regular Contributions	53.1	50.5	45.5	61.7	54.5
“Supporting the Foundations of Cultural Infrastructure Initiative” Contributions	-	-	-	6.0	15.5
Subtotal: Gs&Cs Expenditures	56.7	55.1	49.8	81.5	74.4
Total	62.8	61.0	55.9	87.5	80.6

Source: Data published by PCH (Departmental Results Reports and Chief Financial Officer Branch).

Note: The funds for the Supporting the Foundations of Cultural Infrastructure Initiative are presented in a broken-down manner, while the funds for Making Cultural Spaces Safe During COVID-19 Initiative were received in the regular funds of the CCSF via submission to the Treasury Board of Canada Secretariat. The funding amounts are rounded, which explains the difference in the total amount.

Table A-8: Percentage of underserved communities (\$ millions⁴³), 2018-19 to 2022-23

Fiscal year	CCSF total funding	Indigenous, Ethnocultural and OLMC (by mandate)	%	Indigenous, Ethnocultural and OLMC (by project)	%
2018-19	72.6	4.93	7	23.2	32
2019-20	57.6	7.53	13	16.4	29
2020-21	42.9	14.8	35	22.9	53
2021-22	101	17.8	18	29.1	29
2022-23	48.5	18.8	39	25.4	52

Source: Arts Branch internal database.

Note: Data includes funding in response to the COVID-19 pandemic.

⁴³Calculations are based on the organization mandate and projects dedicated to underserved communities.

Annex B: Evaluation Matrix

Relevance – Question 1.1: To what extent does the CCSF meet Canadians’ current and emerging needs for cultural spaces?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
1.1.1. Perceptions, trends and issues facing key stakeholders in cultural spaces	Yes	Yes	Yes	Yes	Yes
1.1.2. Evidence and perceptions that the CSCF meets the current and emerging needs of key stakeholders in cultural spaces	No	Yes	Yes	Yes	No
1.1.3. Evidence and perceptions that the CCSF has adapted to meet specific and changing needs, including those related to the COVID-19 pandemic	No	Yes	Yes	Yes	No
1.1.4. Evidence-based data on the nature of applications received and projects funded	No	Yes	No	No	No

Relevance – Question 1.2: To what extent is the CCSF aligned with Canadian Heritage’s strategic outcomes, core responsibilities and government priorities (including IDEA, official languages, environment and reconciliation)?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
1.2.1. Evidence and perceptions that the Program is aligned with PCH’s strategic outcomes and core responsibilities	No	Yes	Yes	No	No
1.2.2. Evidence and perceptions that the Program supports government priorities, such as IDEA, official languages, reconciliation and the environment	No	Yes	Yes	No	Yes

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
1.2.3. Evidence and perceptions of lessons learned and best practices related to IDEA	No	Yes	Yes	No	No

Relevance – Question 1.3: To what extent does the CCSF overlaps with or complements other programs in Canada and in the Department?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
1.3.1. Evidence and perceptions of the relevance or the Program delivery by PCH	Yes	Yes	Yes	No	Yes
1.3.2. Evidence of complementarity or overlap: <ul style="list-style-type: none"> between the role of the federal government and those of the various stakeholders in the cultural infrastructure sector with other PCH programs and initiatives 	Yes	Yes	Yes	No	Yes

Effectiveness – Question 2.1: To what extent is the CCSF achieving its intended results?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
Short-Term Result: Cultural infrastructure projects are approved and have various sources of funding					
2.1.1. Evidence and perceptions that cultural infrastructure projects are approved and have diverse funding sources: <ul style="list-style-type: none"> Number of projects approved Percentage of funding from sources other than the CCSF 	No	Yes	Yes	Yes	No

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
<ul style="list-style-type: none"> Perception of key stakeholders 					
Medium-Term Result 1: Artists and creators have access to professional cultural infrastructure					
2.1.2. Evidence and perceptions that artists and creators have access to professional cultural infrastructure: <ul style="list-style-type: none"> Perceptions of key stakeholders Percentage of CCSF projects that have a direct impact on artists or creators Number of creative hubs supported 	Yes	Yes	Yes	Yes	No
Medium-term outcome 2: A variety of arts and heritage experiences are offered in a wide range of communities					
2.1.3. Evidence and perceptions that diverse arts and heritage experiences are available in a wide range of communities: <ul style="list-style-type: none"> Perceptions of key stakeholders Number of communities with improved cultural facilities Percentage of funding that benefits underserved communities (Indigenous, equity and official language minorities) Percentage of project funding in urban centres 	No	Yes	Yes	Yes	No
Long-term result: Canadians value and have access to artistic and heritage spaces					
2.1.4. Evidence and perceptions that Canadians value and have access to artistic and heritage spaces: <ul style="list-style-type: none"> Perceptions of key stakeholders 	No	Yes	Yes	Yes	No

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
<ul style="list-style-type: none"> Percentage of Canadians who value artistic and heritage spaces Percentage of Canadians who consider the quality of cultural facilities in their community to be very good Percentage of Canadians with access to improved cultural facilities 					
Other results					
2.1.5. Extent to which the additional funding in 2016 and 2017 contributed to the achievement of results	Yes	Yes	Yes	No	Yes

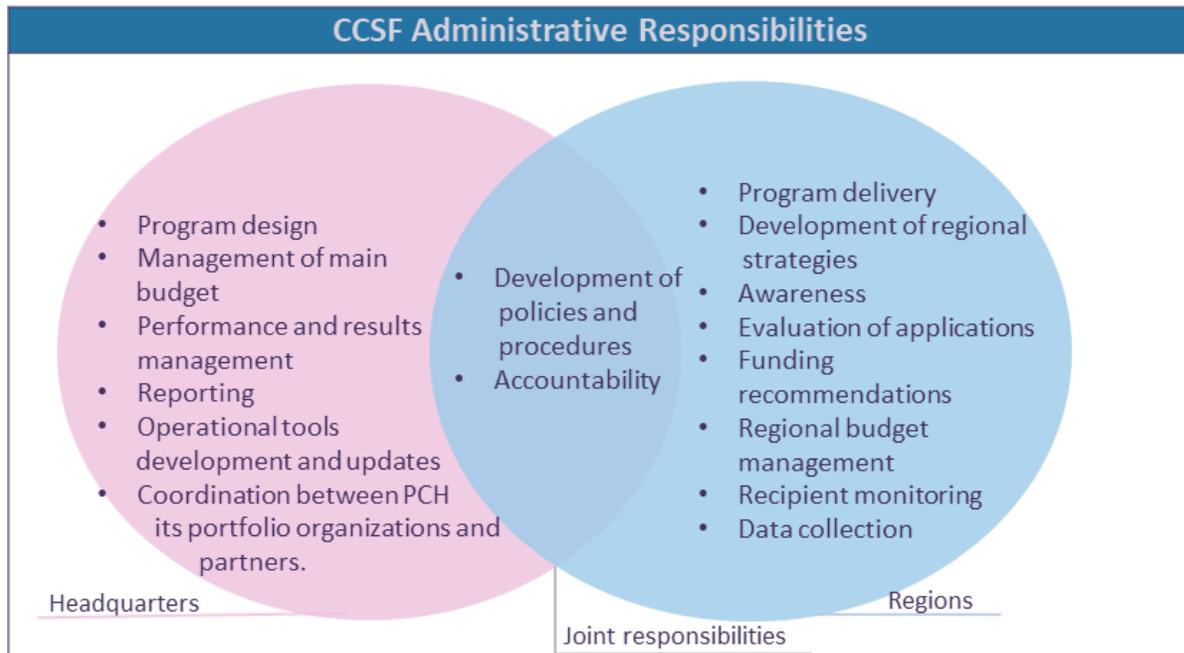
Efficiency – To what extent has the design and delivery of the CSCF resulted in optimal efficiency of program resources?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
3.1.1. Projected versus actual trends in human and financial resources	No	Yes	Yes	No	No
3.1.2. Evidence and perceptions that service standards are being met	No	Yes	Yes	Yes	No
3.1.3. Administrative cost ratio	No	Yes	No	No	No
3.1.4. Evidence and perceptions of recipient satisfaction with the application and accountability processes	No	Yes	Yes	Yes	No
3.1.5. Evidence and perceptions of Program efficiency, including funds granted during the COVID-19 pandemic	No	Yes	Yes	Yes	No

Future prospects- Question 4.1: Considering the current issues and trends facing cultural infrastructure, what are the repercussions and possible options for the future of the Program?

Indicator	Literature Review and Media Analysis	Document Review and Data Analysis	Stakeholder Interviews	Recipient Survey	Expert Panel
4.1.1. Evidence and perceptions of impact from current issues and trends on the CCSF	Yes	Yes	Yes	Yes	Yes
4.1.2. Evidence of innovative approaches and models in other levels of government or other countries to support cultural infrastructure	Yes	Yes	Yes	Yes	Yes
4.1.3. Evidence and perceptions of future prospects for the CCSF	Yes	Yes	Yes	Yes	Yes

Annex C: Program governance



Source: Internal Program documentation.

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