



# Canadian Heritage Departmental Evaluation Plan 2023-24 to 2027-28

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Evaluation Services Directorate  
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## List of acronyms and abbreviations

<b>ADM</b>	Assistant Deputy Minister
<b>CR</b>	Core Responsibility
<b>DM</b>	Deputy Minister
<b>ESD</b>	Evaluation Services Directorate
<b>FAA</b>	<i>Financial Administration Act</i>
<b>GBA Plus</b>	Gender-Based Analysis Plus
<b>Gs&amp;Cs</b>	Grants and Contributions
<b>MC</b>	Memoranda to Cabinet
<b>OCAE</b>	Office of the Chief Audit Executive
<b>PCH</b>	Canadian Heritage
<b>PPU</b>	Professional Practice Unit
<b>SPPCA</b>	Strategic Policy, Planning and Corporate Affairs
<b>The plan</b>	Departmental Evaluation Plan
<b>TBS</b>	Treasury Board Secretariat
<b>TB</b>	Treasury Board

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## Deputy Minister's message

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage (PCH) for the fiscal years 2023-24 to 2027-28 for submission to the Treasury Board of Canada Secretariat (TBS) as required by the Policy on Results (2016).

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

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

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

Since the spring of 2020, the Department has contributed to the Government of Canada's response to the COVID-19 pandemic and continues to play an important role in stabilizing sectors which are important to Canadians and contribute to the Canadian economy.

Evaluation results are supporting evidence-based decision-making at PCH. A strong evaluation function contributes to the improvement of the Department's many programs and initiatives, enabling Canadians to create, share and participate in a diverse and inclusive society.

This current five-year evaluation plan acknowledges pressures on the evaluation function to fully address all demands. It takes a risk-based approach to prioritize projects to respect the Policy on Results and the FAA while being useful and timely for senior management decision-making. It will continue to improve how evaluations support government priorities on Gender-based Analysis Plus (GBA Plus), equity, diversity, inclusion and accessibility (EDIA) as well as reconciliation with Indigenous peoples.

I will ensure that this plan is updated annually, and I will provide information about its implementation to TBS, as required.

*Original signed by:*

Isabelle Mondou  
Deputy Minister  
Canadian Heritage

# 1. Introduction

The Canadian Heritage (PCH) five-year Departmental Evaluation Plan, 2023-24 to 2027-28 (the plan), was developed in accordance with the Treasury Board Secretariat (TBS) Policy on Results and the *Financial Administration Act* (FAA). The Policy on Results and the FAA requires that all large departments evaluate grants and contributions (Gs&Cs) programs with five-year average actual expenditures of \$5 million or greater per year every five years. The plan also includes evaluations required to address commitments made through TB Submissions as well as those of other programs and initiatives based on risks and senior management needs.

## 2. Canadian Heritage mandate and role

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

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

PCH's Departmental Results Framework sets out five core responsibilities (CRs) that reflect the Department's mandate<sup>1</sup>: Creativity, Arts and Culture; Heritage and Celebration; Sport; Diversity and Inclusion; and Official Languages.

According to the 2023-24 Main Estimates, PCH plans to spend more than \$1.9 billion on these CRs and internal services (Table 1).

**Table 1: PCH 2023-24 Main Estimates (\$)**

Core responsibilities	Expenditure forecasts
CR1 – Creativity, Arts and Culture	581,358,679
CR2 – Heritage and Celebration	135,638,306
CR3 – Sport	264,497,322
CR4 – Diversity and Inclusion	322,704,475
CR5 – Official Languages	552,774,917
Internal Services	83,128,810
<b>Total budget</b>	<b>1,904,102,509</b>

Source: Canadian Heritage – 2023-24 Departmental Plan. The figures include the following expenditures: salaries, operations and maintenance, capital, statutory expenditures, Gs&Cs and the cost of employee benefit plans.

<sup>1</sup> For more information on the Department's core responsibilities, see [Canadian Heritage — 2023-24 Departmental Plan](#).

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## 3. Evaluation Function at Canadian Heritage

### 3.1. Governance

The Assistant Deputy Minister (ADM) of the Strategic Policy, Planning and Corporate Affairs (SPPCA) sector assumes the role of Head of Evaluation and reports directly to the Deputy Minister (DM). As Head of Evaluation, the ADM SPPCA ensures that the plan, evaluation reports and the results of monitoring the implementation of management action plans in response to evaluation recommendations are submitted in a timely manner to the Executive Committee, chaired by the DM, for review, endorsement and subsequent approval by the DM.

The Executive Committee serves as the PCH Performance Measurement and Evaluation Committee (PMEC) as per the Policy on Results.

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

### 3.2. Evaluation Services Directorate

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

In addition to the director and administrative staff, the ESD has three evaluation project teams led by managers, as well as a Professional Practices Unit (PPU). The project teams lead individual evaluations based on the departmental plan. The PPU coordinates planning and reporting activities. It develops tools and guidance documents to ensure the function's effectiveness and efficiency.

The ESD currently has funding for 20 full-time equivalents (FTE). The ESD also hires students annually to support its activities and provide capacity development opportunities.

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

ESD works in collaboration with PCH's Office of the Chief Audit Executive (OCAE) in developing the Risk-Based Audit Plan and the Departmental Evaluation Plan, and in reporting on the implementation of action plans to the Executive Committee in response to evaluation and audit recommendations.

### 3.3. Financial resources dedicated to the evaluation function

Since 2016-17, the ESD has a permanent budget allocated to support evaluation projects and activities. For 2023-24, the ESD has a planned budget of just over \$2.3 million (Table 2) including human resources and other operational expenditures. Though the ESD sometimes receives additional funding from sectors for specific projects that were negotiated as part of program funding request processes, no additional funding is expected in 2023-24.

**Table 2: ESD planned budget for 2023-24 (\$)**

Expenditure type	Estimated budget (April 2023)
Salary (A-Base)	1, 970,946
Non-salary expenditures	330,829
<b>Total</b>	<b>2,301,775</b>
<b>Full-time equivalents</b>	<b>20</b>

Source: PERB operational budget, 2023-24

## 4. Key achievements in 2022-23

### Completion of projects as per the approved 5-year plan

The ESD continued to prioritize the completion of FAA-required evaluations, on time or within a reasonable period with mitigations that included providing early results to program. The ESD worked on 12 evaluation projects in 2022-23. Of these, the ESD completed five evaluations (Table 3).

**Table 3: Evaluation projects completed in 2022-23**

Evaluation Title	Approval date	Date to TBS	Publication date
Evaluation of the Indigenous Languages and Cultures Program (Aboriginal Peoples' Program)	May 10, 2022	May 16, 2022	July 25, 2022
Evaluation of the Official Languages Support Programs	November 28, 2022	December 6, 2022	March 22, 2023
Horizontal evaluation of the Action Plan for Official Languages 2018-2023: Investing in Our Future	January 20, 2023	January 27, 2023	June 16, 2023
Evaluation of the Building Communities Through Arts and Heritage	January 20, 2023	January 27, 2023	June 16, 2023
Evaluation of the Creative Export Strategy	January 20, 2023	January 27, 2023	June 16, 2023

Status as of June 2023

A great achievement for PCH's evaluation function in 2022-23 was the approval of the two remaining FAA-required evaluations that had been delayed since 2020-21 due to the COVID-19 Pandemic: the evaluations of the Indigenous Languages and Cultures Program (formerly titled: Aboriginal Peoples Program) and the Building Communities through Arts and Heritage Program.



Also, ESD led several evaluations in 2022-23 that were of great complexity or were completed to meet specific senior management requests.

- The evaluation of the Digital Citizenship Initiative was not required to address the FAA, but rather was completed to provide early results and to confirm relevance to support decision-making on continuation and funding.
- The evaluation of the Creative Export Program was also completed, earlier than the FAA date, to understand early results and support decision-making.
- The horizontal evaluation of the Action Plan on Official Languages was particularly complex as it included seven federal government partners.
- The evaluation of the Multicultural and Anti-racism Program and Canada's Anti-racism Strategy was complicated though the grouping of initiatives and large changes over the period of evaluation.

ESD launched or continued seven projects in 2022-23 that will move forward for approval in 2023-24 as outlined in Table 4.

**Table 4: Evaluation projects to be continued for approval in 2023-24**

Evaluation Title	FAA Date	Expected Approval Date
Evaluation of the Digital Citizenship Initiative	N/A	June 2023
Evaluation of the Celebrations and Commemorations Program	March 2023	September 2023
Grouped Evaluation of the Multiculturalism and Anti-racism Program and Canada's Anti-racism Strategy	March 2023	September 2023
Evaluation of the Canada Arts Training Fund	February 2024	January 2024
Evaluation of the Court Challenges Program	N/A	January 2024
Evaluation of the Harbourfront Funding Program	September 2023	September 2023
Evaluation of the Local Journalism Initiative	April 2024	February 2024

### **Adapting plans to changing capacity and other factors**

It was necessary for ESD to adjust timelines for almost all planned projects due to both internal capacity challenges and those of programs and other officials. There were several evaluation positions that were not filled in 2022-23 due to budget pressures and lack of availability of qualified candidates. In addition, the work of the ESD is reliant in part on the participation of program officials, recipients and other stakeholders, whose capacity continued to be affected by the response to the pandemic and other factors such as new priorities and labour shortages. The Head of Evaluation and senior management were kept informed of changes to the Evaluation Plan throughout the year.

The ESD continued its collaboration with the PCH Policy Research Group to conduct post-evaluation project surveys with program officials. The surveys provided feedback from programs on the utility of evaluations by focusing on the following areas: relationships, processes and reports, value, and project management. Overall, the results available to date for the past year showed a good satisfaction rating (91% of respondents).

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### **Management Response and Action Plan follow-up**

The ESD conducted follow-up activities with program officials to assess progress in implementing approved management action plans in response to evaluation recommendations, as per the Policy on Results. The 2022-23 midyear follow-up exercise included a review of 18 evaluation reports comprising of 37 outstanding recommendations. Of these, 7 recommendations were completed, 21 were on schedule and 9 were delayed. Those delayed showed good progress and were mostly implemented to substantial extents. Reasons for delays were less related to COVID-19 for the first time in several years, and more related to the implementation of new priorities and workload. The end of year review exercise, normally conducted from March to June, was cancelled to mitigate resource gaps within the Department.

### **Evaluation function quality improvement**

In efforts to both improve quality as well as to better manage resources, the ESD continued to work on its internal processes and to implement best practices in 2022-23. There are several initiatives of note:

- EDIA tool for evaluators to improve integration of questions related to GBA Plus, equity, diversity, inclusion, and accessibility (EDIA) as well as reconciliation with Indigenous people into evaluation planning, analysis and reporting.
- Learning and identification of best practices related to Indigenous approaches to evaluation. All ESD employees completed the Ownership, Control, Access and Possession (OCAP) training offered by Algonquin College and developed in partnership with the First Nations Information Governance Centre. ESD also identified next steps including updating internal tools, further learning from other departments and more specialized training for some team members.
- The development and launch of a shorter template for evaluation terms of reference along with new approaches to obtain faster approval by senior management.
- The development and implementation of an ESD Evaluation Manual to establish the use of a common documented evaluation process. This manual supports knowledge sharing and management, quality control and the onboarding of new employees.
- Review and improvements to ESD's approach to efficiency questions and analysis to support quality, assurance, streamlining, and continued improvement of the utility of analysis and recommendations. This project included a review of past approaches to efficiency analysis, discussion of strengths and weaknesses, and identification of next steps. Next steps include clearer guidelines to be included in the Evaluation Manual and collaboration with PCH Finance and Resource Hubs to improve access to more detailed financial data.

### **Other Advisory, Planning and Collaborative Activities**

The ESD also supported other advisory, planning and collaborative activities including:

- input and advice on the preparation of MC and TB submissions;
- contributions to the Departmental Plan, the Departmental Results Report;
- strengthened collaboration with the OCAE, including alignment of planning and recommendation monitoring processes to allow joint and timely status updates to senior management; and

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- participation in the Data Strategy Working Group, the Research Network, the Planner's Networking Group, and other working groups aiming to share best practices and improve evaluation tools.

## 5. Planning for 2023-24 to 2027-28

In accordance with TB requirements, the ESD completed an annual planning exercise to identify those evaluation projects that should proceed in the five-year evaluation cycle. The key steps of the planning exercise were:

- identification of the evaluation universe;
- consultations;
- risk assessment;
- prioritization of evaluation projects;
- endorsement of PCH's Executive Committee; and
- DM approval for the plan.

Consultations with senior management were focused on those with projects scheduled to commence in 2023-24. The directorate collaborated with the OCAE to identify projects that could be conducted jointly and to consider the best function to address any risks identified through planning to reduce overlap and burden on programs<sup>2</sup>. For more details, see Appendix 1.

### 5.1. Priorities

#### 5.1.1. Standards and requirements

Based on TBS policies, internal capacity as well as consideration of risks and senior management needs, the ESD will focus on FAA-required evaluations in 2023-24. ESD will strive to continue to ensure the timely delivery of findings, conclusions and recommendations that conform with professional standards and address the requirements set out in the TBS Policy on Results and specific information needs of senior management.

As outlined in section 5.3 and the annexes, PCH will not respect all mandatory FAA time requirements due to capacity issues and focus on most important priorities. However, risks have been considered and mitigations have been identified.

The ESD will continue to adapt and improve its evaluation function to provide timely and useful analysis that contributes to senior management decision-making. The ESD will ensure a minimum of annual analysis of the progress on the implementation of Management Action Plans in response to evaluation recommendations.

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<sup>2</sup> The audit projects are presented in Appendix 3 under the column "Audits planned 2023-24."

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The Head of Evaluation will maintain strong communication with senior management to ensure that evaluation timing and design meet the Policy requirements and departmental information needs. PCH will continue to re-evaluate its evaluation schedule and communicate any changes to TBS as needed.

### **5.1.2. Horizontal priorities**

The ESD will also continue and strengthen its examination of key horizontal priorities through its evaluations of programs. All evaluations will apply a GBA Plus lens as per the Policy on Results. In addition, evaluations will consider questions and indicators related to:

- EDIA;
- reconciliation with Indigenous peoples; and
- supporting analysis on the response of PCH's programs to the pandemic, including any lessons learned or best practices.

The pilot of ESD's EDIA tool will be reviewed and updated in 2023-24, partly supported by the findings of the EDI Review led by PCH's Strategic Policy and International Affairs Directorate. The team will continue to develop culturally appropriate approaches to evaluating programs that center on Indigenous peoples. As the need to collect information on the response to COVID-19 decreases over time, ESD will consider how to communicate horizontal lessons learned and best practices to senior management in 2024-25.

### **5.1.3. Human Resources**

The ESD will ensure strong internal evaluation capacity through recruitment, retainment, professional development and training in 2023-24. It will foster an environment of continuous learning and innovative thinking. The ESD will encourage all evaluators to have membership in the Canadian Evaluation Society (CES). It will support the professionalization of the evaluation function by enabling employees to obtain the Credentialed Evaluator designation through the CES' Professional Designation Program.

The ESD is committed to a healthy workplace, free of racism and discrimination. It will contribute to a diverse workforce through recruitment and succession planning to address employment equity priorities.

As was the case in 2022-23, PCH is continuing to face human resources challenges that affect the capacity of ESD, programs and other evaluation stakeholders. Some positions are not filled and staffing actions are taking an extended time.

## **5.2. Scope of direct program spending**

The evaluation plan provides coverage for 93% of the Department's total expenditures for 2023-24, including 100% of the expenditures of ongoing Gs&Cs programs subject to evaluation in accordance with the requirements of section 42.1 of the FAA.

While the Policy on Results does not require periodic evaluations for programs with five-year average actual expenditures of less than \$5 million per year, PCH understands and appreciates the importance of taking a risk approach and striving to evaluate most programming regularly. Taking advantage of this

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flexibility and considering workload, program risks and senior management information needs, some evaluations have been set aside.

### **5.3. Schedule for 2023-24 to 2027-28**

#### **Overview of the schedule**

Appendix 2 presents the schedule for all evaluation projects that PCH will carry out for 2023-24 to 2027-28 by sector and includes: expected program expenditures; level of program risk; project timing; mandatory FAA dates; and any planned audit dates for the first three years. Appendix 3 presents a simplified version of the schedule by launch date and fiscal year.

In 2023-24, the ESD will complete 6 evaluations initiated in previous years. It will continue to support the Horizontal Evaluation of the Youth Employment Skills Strategy led by Employment and Social Development Canada (ESDC). ESD will also launch 6 new projects, all of which have FAA dates in 2024-25.

#### **Changes to the schedule since the previous plan**

To meet the needs expressed by the programs while also recognizing the ESD and program internal capacity and the flexibility of the Policy on Results, this present schedule reflects some changes to the plan approved in 2022-23. Some projects were delayed, and others were moved ahead. Evaluations that had been grouped in the previous 5-year plan are now separated based on senior management information needs. Table 5 highlights the changes in the schedule from the previous plan.

**Table 5: Modifications to 2022-23 Evaluation Plan**

Evaluation Title	Change from the 2022-23 to 2026-27 Evaluation Plan
Joint Audit and Evaluation of the Department of Canadian Heritage's Response to COVID-19	This project was cancelled due to changing needs and limited capacity of Audit and ESD. To mitigate, ESD is collecting information through all evaluations. It will roll up the results from ongoing evaluations on the PCH response to COVID-19 pandemic in 2024-25.
The Evaluation of the Canada Arts Presentation Fund	This evaluation is now set to launch in September 2023 and is not expected to meet its FAA date of August 2024.
The Evaluation of the Canada Cultural Spaces Fund and the Canada Cultural Investment Fund	These programs will no longer be a grouped in one evaluation based on senior management requests. Canada Cultural Spaces Fund will be launched in May 2023 and is intended to meet the FAA requirement and to address key senior management questions. Canada Cultural Investment Fund will be delayed and is not expected to be approved until March 2025, missing the August 2024 FAA date.
The Evaluation of the Local Journalism Initiative	Started in 2022-23 instead of 2023-24 based on consultation with program officials and to meet information needs.
The Evaluation of the Canada History Fund (In reserve)	This evaluation, not required under the FAA, was scheduled to start in 2023-24. Due to capacity pressures and the need to focus on required evaluations, it will now start in 2024-25.
The Evaluation of the Celebration and Commemoration Program	The project was launched in April 2022 and will be approved by September 2023, missing its March 2023 FAA date.
The Evaluations of the Indigenous Screen Office and Indigenous Language Program	Adjusted start dates for both evaluations to allow for more planning and engagement with Indigenous communities.
The Evaluation of TV5	This evaluation will be delayed from a launch in March 2023 to a new launch of March 2024. Approval is expected by June 2025.

**FAA Requirements**

PCH will not respect all FAA requirements in 2023-24. Given the large number of Gs&Cs programs that require evaluations, PCH has prioritized projects to meet requirements of the FAA while considering internal capacity issues and information and analysis needs of senior management. Two of the five projects were in final approval stages in June 2023. PCH will continue to mitigate any risks related to these delays by providing programs with preliminary results in advance of the approval of final reports. Table 6 summarizes the evaluations that are scheduled to be approved beyond their FAA dates.

**Table 6: Summary of Evaluations that will not respect FAA, 2023-24 to 2027-28**

Evaluation	FAA date	Expected Approval date	Explanation
Evaluation of Multiculturalism and Antiracism Program and Canada's Antiracism Strategy	March 2023	September 2023	This evaluation was in reporting phase in March 2023. Preliminary findings were shared with the program in the fall of 2022 and the final report was drafted by March 2023. Delays are due to internal capacity pressures, including ESD but also the significant changes in the management of the program in 2022-23.
Evaluation of the Celebration and Commemoration Program	March 2023	September 2023	This evaluation was in reporting phase in March 2023. Preliminary findings were shared with the program in 2022-23. Delays are due to internal ESD capacity pressures in 2022-23.
Canada Arts Presentation Fund	August 2024	November 2024	The launch of this evaluation is delayed by several months to allow the sector and ESD to focus on the completion of other evaluations. This delay will also improve the evaluation plan in future by not having as many evaluations from programs in this sector due at the same time.
Evaluation of the Canada Cultural Investment Fund	August 2024	March 2025	This evaluation is delayed by less than one year to address capacity pressures and to focus on the completion of other evaluations in 2023-24. The delay will improve the evaluation plan in future by not having as many evaluations from the sector due at the same time.
Evaluation of TV5	October 2024	June 2025	This evaluation is delayed by less than one year to address capacity pressures and to focus on the completion of other evaluations in 2023-24. The delay will improve the evaluation plan in future by not having as many evaluations from the sector due at the same time.

**Neutral assessment of the evaluation function**

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



## Appendix 1 – Annual planning exercise

### Overview of the Annual Planning Exercise

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



#### 1 EVALUATION UNIVERSE

The evaluation universe is the **starting point for planning**. The **2023-24 program directory**, which indicates the Department's direct program spending, and the Departmental Results Framework, were used as a basis for determining the evaluation universe to give us an **overview of all the mandatory and potential "evaluative" units**.

#### 2 PLANNING PROCESS



- a. **Consultation of relevant documents** (Policy on Results Interim Guidance<sup>1</sup>, Departmental Plan, Departmental Risk Profile, Performance Information Profiles) used as a reference to **account for the environmental context and determine the potential changes and additions**.
- b. **Risk evaluation for planning purposes** to update program information.
- c. Preparation of the **Annual Reference Level Update** for the coming year.
- d. **Analysis of mandatory evaluations under the Financial Administration Act and commitments stemming from Treasury Board submissions**, compared with discretionary evaluations in accordance with the flexibility offered by the Directive on Results.



#### 3 CONSULTATIONS

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

#### 4 PRIORITIZATION OF EVALUATION PROJECTS



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



#### 5 APPROVAL



- a. **The draft plan** is submitted to the Director of the Evaluation Services Directorate, the Director General and the Head of Evaluation.
- b. The plan is submitted to the **Executive Committee**, which can recommend it for approval by the Deputy Minister.
- c. The plan is **forwarded to the Treasury Board Secretariat** and **posted** on the [canada.ca](https://www.canada.ca) site.





## Appendix 2 – Schedule of evaluations per sector for 2023-24 to 2027-28

This evaluation schedule was developed based on the following: the plan for 2022-23 to 2026-27; legislation; commitments made in TB Submissions; consultations with program management, representatives from TBS and federal departments and agencies; coordination with the OCAE; and updated reference levels obtained from the Financial Management Branch.

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

While taking the programs' specific needs and concerns into consideration, these timelines reflect departmental evaluation priorities and risks during this current context of an ongoing pandemic. In the tables on the following pages, projects exempted from section 42.1 of the FAA in accordance with the Policy on Results are presented in grey.

Start dates in these tables reflect the date of official evaluation launch. Expected end dates reflect the date of expected approval by the Deputy Minister.

An \* indicates the evaluation is planned but will not respect the FAA date due to capacity constraints and assessment of risks.

**Table 7: Cultural Affairs**

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
1	CR1	Canada Arts Training Fund	\$27,664,328	Moderate	-	February 2019 (2018-19)	February 2024 (2023-24)	Start October 2022	End January 2024	-	-	-	-
2	CR1	Canada Arts Presentation Fund*	\$48,002,721	Moderate	-	August 2019 (2019-20)	August 2024 (2024-25)	-	Start September 2024	End November 2025	-	-	-
3	CR1	Canada Cultural Spaces Fund	\$61,539,339	Moderate	-	August 2019 (2019-20)	August 2024 (2024-25)	-	Start May 2023	End August 2024	-	-	-
4	CR1	Canada Cultural Investment Fund*	\$61,539,339	Moderate	-	August 2019 (2019-20)	August 2024 (2024-25)	-	Start February 2024	End March 2025	-	-	-
5	CR1	Harbourfront Centre Funding Program	\$6,663,438	Moderate	-	September 2018 (2018-19)	September 2023 (2023-24)	Start January 2023	End September 2023	-	-	-	-

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
6	CR1	Canada Media Fund	\$154,675,440	Moderate	-	September 2021 (2021-22)	September 2026 (2026-27)	-	-	-	Start May 2025	End September 2026	-
7	CR1	Canada Performing Arts Workers Resilience Fund	\$6,489,763	N/A	-	Never evaluated	-	-	-	-	-	-	-
8	CR1	Creative Export Strategy <sup>3,4</sup>	\$2,792,329	N/A	-	January 2023 (2022-23)	-	-	-	-	-	Start August 2026	End December 2027
9	CR1	Broadcasting and Digital Communications Policy	\$4,940,230	N/A	-	Never evaluated	-	-	-	-	-	-	-
10	CR1	Film and Video Policies	\$1,843,945	Moderate	-	Never evaluated	-	-	-	-	-	-	-
11	CR1	Creative Marketplace and Innovation	\$1,574,662	-	-	Never evaluated	-	-	-	-	-	-	-
12	CR1	Cultural Sector Investment Review	\$400,710	Moderate	-	Never evaluated	-	-	-	-	-	-	-
13	CR1	Canada Music Fund	\$35,895,960	Moderate	-	July 2019 (2019-20)	July 2024 (2024-25)	-	Start April 2023	End July 2024	-	-	-
14	CR1	Canada Book Fund	\$58,933,917	Moderate	-	July 2019 (2019-20)	July 2024 (2024-25)	-	Start April 2023	End July 2024	-	-	-
15	CR1	Canada Periodical Fund	\$90,642,185	Moderate	-	January 2022 (2021-22)	January 2027 (2026-27)	-	-	-	Start September 2025	End December 2026	-
16	CR1	TV5	\$13,597,621	Moderate	-	October 2019 (2019-20)	October 2024 (2024-25)	-	Start March 2024	-	End June 2025	-	-
17	CR1	Canadian Film or Video Production Tax Credits (in reserve)	\$1,189,234	Moderate	-	September 2008 (2008-09)	-	-	-	-	Start April 2025	End March 2026	-
18	CR1	Local Journalism Initiative <sup>5</sup>	\$21,059,773	High	-	Never evaluated	April 2024 (2024-25)	Start January 2023	End March 2024	-	-	-	-
19	CR1	Digital Citizen Contribution	\$13,940,205	Moderate	-	Never evaluated	-	Start September 2021	End June 2023	-	-	-	-
20	CR1	Indigenous Screen Office <sup>6</sup>	\$12,759,614	High	-	Never evaluated	August 2026 (2026-27)	-	-	Start October 2024	-	End June 2026	-

<sup>3</sup> Timing of the evaluation is currently under discussion with the program. Final decisions for timing will be outlined in the next Evaluation Plan 2024-25 to 2028-29.

<sup>4</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>5</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>6</sup> Evaluation arising from a Treasury Board Submission commitment.

**Table 8: Community and Identity**

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
21	CR2	Canada History Fund	\$4,342,051	Moderate	-	July 2015 (2015-16)	-	-	-	Start October 2024	End December 2025	-	-
22	CR4	Exchanges Canada Program	\$20,321,502	Moderate	-	March 2022 (2021-22)	March 2027 (2026-27)	-	-	-	Start November 2025	End February 2027	-
23	CR4	Youth Take Charge (in reserve)	\$2,149,250	Low	-	December 2015 (2015-16)	-	-	-	Start November 2024	End October 2025	-	-
24	CR4	Youth Secretariat	\$1,598,250	Moderate	-	Never evaluated	-	-	-	-	-	-	-
25	CR2	Building Communities Through Arts and Heritage	\$29,756,004	Moderate	-	January 2023 (2022-23)	January 2028 (2027-28)	-	-	-	-	Start September 2026	End November 2027
26	CR4	Indigenous Languages and Cultures Program	\$264,070,639	High	-	May 2022 (2021-22)	May 2027 (2027-28)	-	-	-	Start July 2025	End March 2027	
27	CR4	Community Support, Multiculturalism and Anti-Racism Initiatives Program (grouped 27, 28)*	\$22,415,208	High	-	March 2018 (2017-18)	March 2023 (2022-23)	Start July 2021	End September 2023	-	-	-	-
28	CR4	Anti-Racism Action Program (grouped 27, 28)*	\$2,575,952	High	-	Never evaluated	November 2025 (2025-26)	Start July 2021	End September 2023	-	-	--	-
29	CR4	International Holocaust Remembrance Alliance	\$44,450	-	-	March 2018 (2017-18)	-	-	-	-	-	-	-
30	CR4	Reconciliation and Treaties	\$921,285	-	-	Never evaluated	-	-	-	-	-	-	-
31	CR4	Anti-Racism Secretariat	\$2,294,950	-	-	Never evaluated	-	-	-	-	-	-	-

**Table 9: Official Languages, Heritage and Regions**

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28	
32	CR2	Museums Assistance Program	\$36,202,772	High	-	July 2021 (2021-22)	July 2026 (2026-27)	-	-	Start March 2025	-	End June 2026	-	
33	CR2	Canada Travelling Exhibitions Indemnification Program (in reserve)	\$721,401	Low	-	December 2016 (2016-17)	-	-	-		-	-	Start October 2027	
34	CR2	Canadian Conservation Institute (in reserve)	\$10,052,804	Moderate	-	July 2017 (2017-18)	-	-	-	-	-	-	Start June 2027	End March 2028
35	CR2	Canadian Heritage Information Network (in reserve)	\$2,670,202	Moderate	-	December 2014 (2014-15)	-	-	-	-	-	Start April 2026	End March 2027	-
36	CR2	Movable Cultural Property Program (in reserve)	\$1,612,686	Moderate	-	March 2016 (2016-17)	-	-	-	-	-	Start October 2026	End October 2027	
37	CR5	Development of Official-Language Communities Program (grouped 37, 38)	\$342,484,921	High	-	November 2022 (2022-23)	November 2027 (2027-28)	-	-	-	-	Start April 2026	End September 2027	
38	CR5	Enhancement of Official Languages Program (grouped 37, 38)	\$206,409,699	High	-	November 2022 (2022-23)	November 2027 (2027-28)	-	-	-	-	Start April 2026	End September 2027	
39	CR5	Official Languages Coordination Program	\$3,880,297	Moderate	-	March 2021 (2020-21)	-	-	-	-	-	-	-	
40	CR5	Action Plan for Official Languages <sup>7, 8</sup>	-	-	-	January 2023 (2022-23)	-	-	-	-	Start December 2025	-	End September 2027	

<sup>7</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>8</sup> There was some discussion of completing an earlier evaluation of the Action Plan. Given further consultations are required, ESD will confirm timing of the next evaluation in the 5-year Evaluation Plan, 2024-25 to 2028-29.

**Table 10: Sport, Major Events and Commemorations**

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
41	CR2	Celebration and Commemoration Program*	\$28,953,406	Moderate	-	March 2018 (2017-18)	March 2023 (2022-23)	Start April 2022	End September 2023	-	-	-	-
42	CR2	Capital Experience	\$14,837,217	Moderate	-	January 2022	-	-	-	-	-	-	-
43	CR2	State Ceremonial and Protocol (federal grant program for Lieutenant Governors) <sup>9</sup>	-	Low	-	May 2018 (2018-19)	-	-	-	-	-	Start January 2027	End March 2028
44	CR3	Hosting Program (grouped 44, 45, 46) <sup>10</sup>	\$30,656,701	High	-	October 2021 (2021-22)	October 2026 (2026-27)	-	-	Start March 2025	-	End August 2026	-
45	CR3	Sport Support Program (grouped 44, 45, 46)	\$200,071,143	High	-	October 2021 (2021-22)	October 2026 (2026-27)	-	-	Start March 2025	-	End August 2026	-
46	CR3	Athlete Assistance Program (grouped 44, 45, 46)	\$33,769,478	Moderate	-	October 2021 (2021-22)	October 2026 (2026-27)	-	-	Start March 2025	-	End August 2026	-

**Table 11: Strategic Policy, Planning and Corporate Affairs**

#	CR	Program name	Planned spending (2023-24)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
47	CR4	Human Rights Program	\$1,048,661	Moderate	-	March 2015 (2014-15)	-	-	-	-	-	-	-
48	CR4	Court Challenges Program <sup>11</sup>	\$5,264,328	High	-	Former program February 2003 (2002-03)	-	Start August 2022	End January 2024	-	-	-	-

<sup>9</sup> In accordance with the Policy on Results, the PCH Executive Committee has scheduled the next evaluation to be completed in 2028. This decision is based on the results of the evaluation and the low risk of the program. The Evaluation Services Directorate may revise the evaluation schedule if changes in the program environment or context occur.

<sup>10</sup> ESD will consult further with Sport Canada in 2023-24 on options for grouping or separating the evaluations of Sport programs and confirm in the next 5-year plan.

<sup>11</sup> Evaluation arising from a Treasury Board Submission commitment.

**Table 12: Internal Services**

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
49	-	Internal Services <sup>12</sup>	\$89,741,629	-	-	-	-	-	-	-	-	-	-

**Table 13: Horizontal Initiatives from other Government Departments**

#	CR	Program name	Planned spending (2022-23)	Evaluation risk level	Audits planned 2023-24	Last evaluation date	Mandatory FAA date	Start date prior to 2023-24	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28
51	-	Horizontal evaluation of the Youth Employment Skills Strategy (evaluation led by ESDC / PCH Young Canada Works)	-	-	-	February 2020 (2019-20)	February 2025 (2024-25)	Start December 2020	-	End February 2025		-	-

<sup>12</sup> These include Acquisition Services; Financial Management Services; Human Resources Management Services; Information Management Services; Communications Services; Material Services; Real Property Services; Legal Services; and Governance and Management Support.

## Appendix 3 – Schedule of evaluations per year for 2023-24 to 2027-28

Program name	FAA mandatory date	Start date	Projected approval date
<b>Evaluation projects carried over and continuing in 2023-24</b>			
Community Support, Multiculturalism and Anti-Racism Initiatives Program	March 2023	July 2021	September 2023
Anti-Racism Action Program	November 2025		
Digital Citizen Initiative	N/A	September 2021	June 2023
Celebration and Commemoration Program	March 2023	April 2022	September 2023
Court Challenges Program <sup>13</sup>	N/A	August 2022	January 2024
Canada Arts Training Fund	February 2024	October 2022	January 2024
Harbourfront Centre Funding Program	September 2023	January 2023	September 2023
Local Journalism Initiative <sup>14</sup>	April 2024	January 2023	March 2024
Horizontal evaluation of the Youth Employment Skills Strategy (ESDC-led)	February 2025	December 2020	February 2025
<b>Evaluation projects to be launched in 2023-24</b>			
Canada Book Fund	July 2024	April 2023	July 2024
Canada Music Fund	July 2024	April 2023	July 2024
Canada Cultural Spaces Fund	August 2024	May 2023	August 2024
Canada Arts Presentation Fund	August 2024	September 2023	November 2024
TV5	October 2024	March 2024	June 2025
Canada Cultural Investment Fund	August 2024	February 2024	March 2025
<b>Evaluation projects to be launched in 2024-25</b>			
Indigenous Screen Office <sup>15</sup>	August 2026	October 2024	June 2026
Canada History Fund	N/A	October 2024	December 2025
Youth Take Charge (in reserve)	N/A	November 2024	October 2025
Athlete Assistance Program <sup>16</sup>	October 2026	March 2025	August 2026
Sport Support Program			
Hosting Program			
Museums Assistance Program	July 2026	March 2025	June 2026

<sup>13</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>14</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>15</sup> Evaluation arising from a Treasury Board Submission commitment.

<sup>16</sup> The evaluations of Sport Programs were grouped in the past; the next approach, including the possibility of 3 separate evaluations, to be confirmed in next 5-year Evaluation Plan.

<b>Evaluation projects to be launched in 2025-26</b>			
Canadian Film or Video Production Tax Credits (in reserve)	N/A	April 2025	March 2026
Canada Media Fund	September 2026	May 2025	September 2026
Canada Periodical Fund	January 2027	September 2025	December 2026
Exchanges Canada Program	March 2027	November 2025	February 2027
Action Plan for Official Languages	N/A	December 2025	September 2027
Indigenous Languages and Culture Program	May 2027	July 2025	March 2027
<b>Evaluation projects to be launched in 2026-27</b>			
Official Languages Support Programs: Development of Official-Language Communities Program and Enhancement of Official Languages Program	November 2027	April 2026	September 2027
Canadian Heritage Information Network (in reserve)	N/A	April 2026	March 2027
Creative Export Strategy*	N/A	August 2026	December 2027
Building Communities Through Arts and Heritage	January 2028	September 2026	November 2027
Movable Cultural Property Program (in reserve)	N/A	October 2026	October 2027
State Ceremonial and Protocol (Federal funding Lieutenant Governors' Program)	N/A	January 2027	March 2028
<b>Evaluation projects to be launched in 2027-28</b>			
Canadian Conservation Institute (in reserve)	N/A	June 2027	March 2028
Canada Travelling Exhibitions Indemnification Program (in reserve)	N/A	October 2027	October 2028

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

\*Timing of the evaluation is currently under discussion with the program. Final decisions for timing will be outlined in the next Evaluation Plan 2024-25 to 2028-29.