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Objective

The Departmental Evaluation Plan describes the evaluation priorities and the schedule of projects for the five-year period from 2025-26 to 2029-30

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Message from the Deputy Minister



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

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

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage for the fiscal years 2025-26 to 2029-30 for submission to the Treasury Board of Canada Secretariat as required by the Policy on Results (2016).

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

Evaluation results support evidence-based decision-making at Canadian Heritage. 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 takes a risk-based approach to prioritize projects to respect the Policy on Results and the *Financial Administration Act* while being useful and timely for senior management decision-making. The Department will continue to improve how evaluations support government priorities, including those related to Gender-based Analysis Plus, Inclusion, Diversity, Equity and Accessibility, reconciliation with Indigenous peoples, and the implementation of the modernization of the *Official Languages Act*.

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

Original signed by: 
Isabelle Mondou
Deputy Minister
Department of Canadian Heritage

The Department of Canadian Heritage

The Department focuses on strengthening and promoting “Canadian identity and values, cultural development, and heritage.”

The *Department of Canadian Heritage Act* provides 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.

Canadian Heritage’s **Departmental Results Framework** sets out five core responsibilities. In 2025-26, the Department’s total spending is forecasted to be almost \$2.1 Billion.

Core Responsibilities and Internal Services	Expenditure forecasts 2025-26 (\$)
CR1 – Creativity, Arts and Culture	623,115,449
CR2 – Heritage and Celebration	142,820,992
CR3 – Sport	322,938,029
CR4 – Diversity and Inclusion	281,665,906
CR5 – Official Languages	632,213,812
Internal Services	92,833,781
Total Budget	2,095,587,968

Source: Canadian Heritage – 2025-26 Departmental Plan. The figures include the following expenditures: salaries, operations and maintenance, capital, statutory expenditures, grants and contributions, and the cost of employee benefit plans.

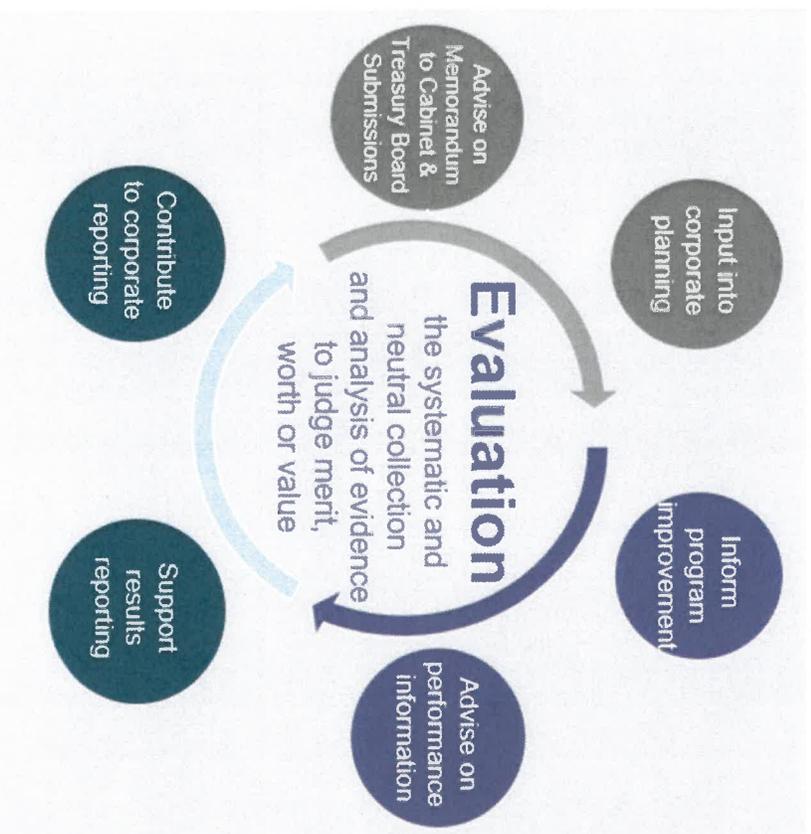
Evaluation in the Government of Canada

Requirements and Standards

Treasury Board Policy on Results (2016) and related directives

Financial Administration Act: section 42.1

Guidance for Ethical Evaluation Practice - Canadian Evaluation Society



Results

Required Treasury Board of Canada Secretariat accountability and reporting

Analysis and advice to support senior management decision making and risk management

Departmental and program learning

Canadian Heritage Evaluation Governance

The Canadian
Heritage Executive
Committee serves as
the **Performance
Measurement and
Evaluation
Committee**

The Assistant Deputy Minister of the Strategic Policy,
Planning and Corporate Affairs Sector assumes the
role of **Head of Evaluation** and reports directly to the
Deputy Minister

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 which is led by the Director of Evaluation

Canadian Heritage Evaluation Services Directorate

Provides quality and timely evaluations and advice to support accountability, decision-making, expenditure management, continuous program improvement, and policy development

Offers an internal evaluation function with experienced and qualified evaluators supplemented by external consultants as needed

Evaluation Services Directorate budget, 2025-26

Expenditure type	Estimated budget (\$)
Salary (A-Base)	2,027,485
Non-salary expenditures	364,216
Total Budget	2,391,701

Source: Planning, Evaluation and Research Branch operational budget, 2025-26

A summary of Evaluation Services Directorate achievements in 2024-25 is presented in **Annex 1**

Evaluation Priorities 2025-26

Respect the evaluation requirements of the Treasury Board Policy on Results

Complete planned evaluations, prioritizing those required by the *Financial Administration Act*

Conduct the annual planning exercise and prepare the risk-based five-year evaluation plan

Publish evaluation reports within 120 days of Deputy Minister approval

Report on the progress of implementing Management Action Plans

Integrate Gender Based Analysis Plus in all projects

Advise on all Memorandums to Cabinet, Treasury Board of Canada Submissions

Conduct strategic initiatives that support decision making

Support the implementation of the Canadian Heritage Data Strategy, the Inclusion, Diversity, Equity and Accessibility Action Plan, and the Transformation of Grants and Contributions Initiative

Lead a strategic analysis of the Creative Export Strategy to supplement findings from the 2023 evaluation

With the support of artificial intelligence tools, conduct horizontal analysis of evaluation findings on key topics such as program efficiency, performance measurement, evaluation recommendations, and lessons learned/best practices related to the Departmental response to COVID-19

Address key evaluation challenges and opportunities

Implement actions identified in the Action Plan for the Neutral Assessment of the Evaluation Function (2024) to support and strengthen:

- timely completion of evaluations
- strong performance measurement across programs and systems
- the neutrality and independence of the evaluation function

Maintain and strengthen evaluation capacity to fulfill objectives

Ensure a healthy workplace, including respect for employment equity, diversity, and inclusion

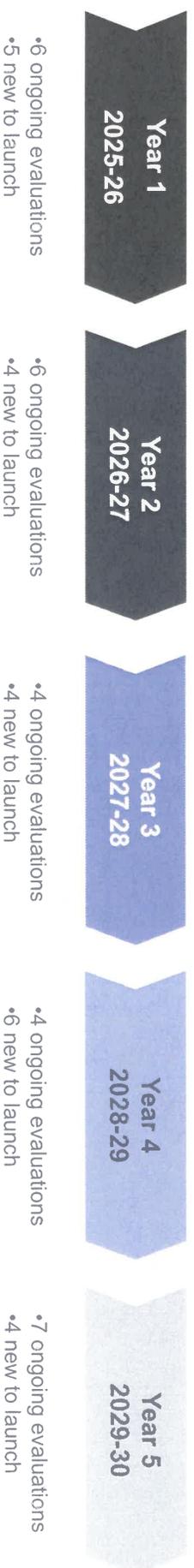
Maintain and strengthen internal evaluation capacity through staffing, training and development, planning with focus on ethical use of artificial intelligence, evaluation with Indigenous communities, performance measurement, efficiency, and calibration, including rapid, thematic, and grouped evaluations

Review and update evaluation tools and guidelines that support strong and streamlined practices

Overview of the PCH 5-year Evaluation Plan

Total of 29 projects covering 26 programs or initiatives to be evaluated over the 5-year period:

- **100% of ongoing grants and contribution** programs with 5-year average actual expenditures of \$5 million or greater annually as well as all commitments outlined by Treasury Board Submissions:
 - **88%** of the Department's total expenditures for 2025-26
- 3 projects that **will not respect** the *Financial Administration Act* (FAA) for 5-year timing
- Compared to the 5-year plan 2024-25 to 2028-29, this plan presents some changes in projects and timing based on needs and risks (Annex 2)



Notes:

- Evaluations, including timing and groupings, are subject to change based on future risk-based evaluation planning exercises
- Annex 3 presents the evaluations by Sector

Year 1 (2025-26): Schedule of evaluations

Program name	Start date	Projected approval date	FAA date
Canada Cultural Investment Fund	March 2024	June 2025	August 2024
TV5	December 2023	April 2025	October 2024
Canada History Fund	January 2025	October 2025	N/A
Sport Support Program and Athlete's Assistance Program – Grouped	October 2024	April 2026	October 2026
Indigenous Screen Office	October 2024	June 2026	August 2026
Museums Assistance Program	November 2024	February 2026	July 2026
Indigenous Languages Program	May 2025	March 2027	May 2027
Canada Media Fund	April 2025	June 2026	September 2026
Canada Periodical Fund	October 2025	November 2026	January 2027
Exchanges Canada Program	November 2025	January 2027	March 2027
Action Plan for Official Languages	December 2025	September 2027	N/A

Notes:

- Includes ongoing projects from previous years and projects to be launched in the upcoming fiscal year.
- Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.

Year 2 (2026-27): Schedule of evaluations

Program name	Start date	Projected approval date	FAA date
Official Languages Support Programs: Development of Official-Language Communities Program and Enhancement of Official Languages Program (Grouped)	April 2026	September 2027	November 2027
Building Communities Through Arts and Heritage	September 2026	October 2027	January 2028
State Ceremonial and Protocol (Federal funding Lieutenant Governors' Program)	January 2027	March 2028	N/A
Hosting Program	February 2027	October 2028	October 2026

Notes:

- Includes only projects to be launched in the fiscal year, not those that continue from previous years.
- Projects exempted from section 42.1 of the *Financial Administration Act* are in **bold print**.
- The evaluation of the Hosting Program was grouped with Sport Support and the Athlete Assistance Program in the previous cycle. These other programs will be evaluated together in this cycle for approval prior to the *Financial Administration Act* date of October 2026; Hosting Program is being scheduled as a separate evaluation which will not respect the date but will address capacity concerns and better align with information needs of the Department. This evaluation will include within scope FIFAA due to a commitment in an approved Treasury Board submission.

Year 3 (2027-28): Schedule of evaluations

Program name	Start date	Project approval date	FAA date
Multiculturalism and Anti-Racism Program and the Action Plan on Combating Hate - Grouped	April 2027	July 2028	October 2028
Harbourfront Centre Funding Program	June 2027	June 2028	October 2028
Canada Arts Training Fund	June 2027	September 2028	December 2028
Celebration and Commemoration Program	February 2028	June 2029	September 2029

Notes:

- Includes only projects to be launched in the fiscal year, not those that continue from previous years.
- The Multiculturalism and Anti-Racism Program was implemented in 2024 replacing 2 programs: Community Support, Multiculturalism, and Anti-Racism Initiatives Program and the Anti-Racism Action Program.
- Decisions on the need for a second evaluation of the Canada Anti-Racism Strategy will be made in 2025-26.

Year 4 (2028-29): Schedule of Evaluations

Program name	Start date	Project approval date	FAA date
Canada Book Fund	April 2028	April 2029	October 2029
Canada Music Fund	April 2028	April 2029	July 2029
Canada Cultural Spaces Fund	May 2028	May 2029	October 2029
Canada Arts Presentation Fund	September 2028	August 2029	November 2029
TV5	December 2028	January 2030	May 2030
Canada Cultural Investment Fund	January 2029	February 2030	June 2030

Notes:

- Includes only projects to be launched in the fiscal year, not those that continue from previous years.
- Project dates and groupings of programs within evaluations are subject to change in the next 5-year departmental evaluation plan.

Year 5 (2029-30): Schedule of Evaluations

Program name	Start date	Projected approval date	FAA date
Sport Support Program	March 2030	July 2031	October 2031
Athlete's Assistance Program	March 2030	July 2031	October 2031
Indigenous Screen Office	March 2030	June 2031	August 2031
Museums Assistance Program	February 2030	April 2031	July 2031

Notes:

- Projects to be launched only; does not include those continuing from previous years.
- Project dates and groupings of programs within evaluations are subject to change in the next 5-year departmental evaluation plan.

Annexes

•16 Evaluation achievements in 2024-25	•17 Modifications from the 2024-25 evaluation plan	•18 Evaluation Plan by Sector
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Annex 1: Evaluation achievements in 2024-25

Evaluation Approved	Approval date	Publication date
Local Journalism Initiative	April 26, 2024	September 19, 2024
Court Challenges Program	May 31, 2024	October 25, 2024
Canada Music Fund	August 8, 2024	December 5, 2024
Celebration and Commemoration Program	September 24, 2024	January 24, 2025
Canada Cultural Spaces Fund	November 1, 2024	February 28, 2025
Canada Book Fund	November 1, 2024	February 28, 2025
Canada Arts Presentation Fund	December 9, 2024	May 2, 2025



Seven evaluations approved in 2024-25. Another seven evaluations in various stages of progress.

Contributed to the Horizontal Evaluation of the Youth Employment Skills Strategy (led by Employment and Social Development Canada), approved in February 2025.

96% satisfaction ratings from program clients.

71% reduction in operations and materials spending (mostly contracting) to \$165,620 in 2024-25 from a previous 5-year spending average of \$580,741.

- ✓ Follow-up on progress in implementing approved evaluation management action plans:
 - 2024-25 mid-year exercise reported on 19 evaluations with 40 outstanding recommendations: 4 completed, 24 in progress, 12 delayed
- ✓ Deputy Minister's approval of the Neutral Assessment of the Evaluation Function with progress made on the management action plan to address its 3 recommendations:
 - Completed horizontal analysis projects: performance measurement
 - Conducted a review of past project timelines including lessons learned on delays and best practices for achieving shorter project durations

Annex 2: Modifications from the 2024-25 evaluation plan

2024-25 Evaluation projects	Changes in this evaluation plan based on risk-based planning exercise
Museums Assistance Program and Movable Cultural Property Program - Grouped	Removed Movable Cultural Property Program based on low risk and need for information by senior management. Evaluation not required to respect the <i>Financial Administration Act</i> .
Creative Export Strategy	Removed a full evaluation from the plan as one was approved in 2023. Given limited changes and low risks, a strategic analysis project is being conducted to address specific senior management needs.
Canada Media Fund	Projected start date moved forward from May 2025 to April 2025.
Canadian Conservation Institute and Canadian Heritage Information Network - Grouped	Removed this evaluation from calendar based on low risks and low need for information by Senior management. Evaluation of these initiatives is not required to respect the <i>Financial Administration Act</i> .
Canadian Film or Video Production Tax Credits	Removed from calendar based on low risks and low need for information by Senior management. Evaluation of these initiatives is not required to address the <i>Financial Administration Act</i> .
TV/5	Projected approval date changed from March 2025 to May 2025.
Canada Cultural Investment Fund	Projected approval date changed from March 2025 to June 2025.
Multiculturalism and Anti-Racism Program	Program name changed in 2024 from Multiculturalism and Anti-Racism Initiatives Program to Multiculturalism and Anti-Racism Program. The next evaluation will group Action Plan on Combatting Hate which was added to the calendar due to commitment in a TB Submission.

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are in **bold print**.

Annex 3: Cultural Affairs Sector Evaluations (1 of 2)

Core Responsibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
1 CR 1	Canada Arts Presentation Fund	\$54,979,340	Medium	December 2024 (2024-25)	November 2029					Start September 2028	End August 2029
2 CR 1	Canada Cultural Spaces Fund	\$69,519,387	Medium	November 2024 (2024-25)	October 2029					Start May 2028	End May 2029
3 CR 1	Canada Arts Training Fund	\$28,909,581	Medium	December 2023 (2023-24)	December 2028				Start June 2027	End September 2028	
4 CR 1	Canada Cultural Investment Fund	\$19,855,436	Low	June 2025 (2025-26)	June 2030					Start January 2029	End February 2030
5 CR 1	Harbourfront Centre Funding Program	\$11,584,304	Low	October 2023 (2023-24)	October 2028				Start June 2027	End June 2028	
6 CR 1	Canada Media Fund	\$160,974,652	Medium	September 2021 (2021-22)	September 2026		Start April 2025	End June 2026			
7 CR 1	Creative Export Strategy	\$21,947,545	Medium	January 2023 (2023-24)	Not applicable						
8 CR 1	Broadcasting and Digital Communications Policy	\$11,398,656	Low	Never evaluated	Not applicable						
9 CR 1	Film and Video Policies	\$2,883,569	Low	Never evaluated	Not applicable						
10 CR 1	Glenn Gould Foundation	\$10,400,000	Low	Never evaluated	Not applicable						

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.

Annex 3: Cultural Affairs Sector Evaluations (2 of 2)

Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
11 CR 1	Creative Marketplace and Innovation	\$713,774	Low	Never evaluated	Not applicable						
12 CR 1	Cultural Sector Investment Review	\$625,267	Low	Never evaluated	Not applicable						
13 CR 1	Canada Music Fund	\$42,404,173	Medium	August 2024 (2024-25)	July 2029					Start April 2028	End April 2029
14 CR 1	Canada Book Fund	\$42,784,730	Medium	November 2024 (2024-25)	October 2029					Start April 2028	End April 2029
15 CR 1	Canada Periodical Fund	\$78,163,441	Medium	January 2022 (2021-22)	January 2027		Start October 2025	End November 2026			
16 CR 1	TV5	\$13,860,103	High	May 2025 (2025-26)	May 2030					Start December 2028	End January 2030
17 CR 1	Canadian Film or Video Production Tax Credits	\$1,848,206	Low	September 2008 (2008-09)	Not applicable						
18 CR 1	Local Journalism Initiative	\$20,529,256	Low	April 2024 (2024-25)	Not applicable						
19 CR 1	Digital Citizen Contribution Program	\$15,841,411	Low	June 2023 (2023-24)	Not applicable						
20 CR 1	Indigenous Screen Office	\$13,692,617	High	Never evaluated	August 2026	Start October 2024		End June 2026			

Note: Projects exempted from section 42.1 of the Financial Administration Act are presented in **bold print**.

Annex 3: Community and Identity

	Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
21	CR 2	Canada History Fund	\$4,315,091	Low	July 2015 (2015-16)	Not Applicable	Start January 2025	End October 2025				
22	CR 4	Exchanges Canada Program	\$16,585,044	Low	March 2022 (2021-22)	March 2027		Start November 2025	End January 2027			
23	CR 4	Youth Take Charge	\$2,183,600	Low	December 2015 (2015-16)	Not Applicable						
24	CR 4	Youth Secretariat	\$2,196,263	Low	Never evaluated	Not Applicable						
25	CR 2	Building Communities Through Arts and Heritage	\$30,450,162	Medium	January 2023 (2022-23)	January 2028			Start September 2026	End October 2027		
26	CR 4	Indigenous Languages Program	\$182,499,142	High	May 2022 (2021-22)	May 2027		Start April 2025	End March 2027			
27	CR 4	International Holocaust Remembrance Alliance	\$44,450	Low	Never evaluated	Not Applicable						

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.

Annex 3: Multiculturalism and Anti-Racism

	Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
28	CR 4	Multiculturalism and Anti-Racism Program (Grouped 27 and 29)	\$51,192,093	High	October 2023 (2023-24)	October 2028				Start April 2027	End July 2028	
29	CR 4	Reconciliation and Treaties	\$1,196,763	Low	Never evaluated	Not Applicable						
30	CR 4	Action Plan on Combating Hate (Grouped 27 and 29)	\$3,599,778	Low	Never evaluated	Not applicable				Start April 2027	End July 2028	

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.

Annex 3: Official Languages, Heritage and Regions

Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandator y FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
31	CR 2 Museums Assistance Program	\$25,796,141	Medium	July 2021 (2021-22)	Not Applicable	Start November 2024	End February 2026				
32	CR 2 Canada Travelling Exhibitions Indemnification Program	\$431,499	Low	December 2016 (2016-17)	Not Applicable						
33	CR 2 Canadian Conservation Institute	\$11,465,850	Low	July 2017 (2017-18)	Not Applicable						
34	CR 2 Canadian Heritage Information Network	\$2,627,204	Low	December 2014 (2014-15)	Not Applicable						
35	CR 2 Movable Cultural Property Program	\$940,624	Low	March 2016 (2016-17)	Not Applicable						
36	CR 5 Development of Official-Language Communities Program (grouped 35 and 36)	\$431,276,884	High	November 2022 (2022-23)	November 2027			Start April 2026	End September 2027		
37	CR 5 Enhancement of Official Languages Program (grouped 35 and 36)	\$196,783,430	High	November 2022 (2022-23)	November 2027			Start April 2026	End September 2027		
38	CR 5 Official Languages Coordination Program	\$4,153,498	Low	March 2021 (2020-21)	Not Applicable						
39	CR 5 Action Plan for Official Languages		High	January 2023 (2022-23)	Not Applicable		Start December 2025		End September 2027		

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.

Annex 3: Sports, Major Events and Commemorations

Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
40	CR 2 Celebration and Commemoration Program	\$25,052,576	Medium	September 2024 (2024-25)	September 2029				Start February 2028		End June 2029
41	CR 2 Capital Experience	\$20,632,144	Low	January 2022 (2021-22)	Not applicable						
42	CR 2 State Ceremonial and Protocol (federal grant program for Lieutenant Governors)	\$6,609,701	Low	May 2018 (2018-19)	May 2028			Start January 2027	End March 2028		
43	CR 3 Hosting Program	\$83,485,640	High	October 2021 (2021-22)	October 2026			Start February 2027		End October 2028	
44	CR 3 Sport Support Program (grouped 43 and 44)	\$198,583,185	High	October 2021 (2021-22)	October 2026	Start October 2024		End April 2026			
45	CR 3 Athlete Assistance Program (grouped 43 and 44)	\$40,869,204	Medium	October 2021 (2021-22)	October 2026	Start October 2024		End April 2026			

Note: Projects exempted from section 42.1 of the Financial Administration Act are presented in **bold print**.

Annex 3: Strategic Policy, Planning and Corporate Affairs

	Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
46	CR 4	Human Rights Program	\$1,463,844	Low	April 2015 (2014-15)	Not applicable						
47	CR 4	Court Challenges Program	\$10,704,929	High	May 2024 (2024-25)	May 2029				Start January 2028	End February 2029	

Internal Services

48	Core Respons-ibility	Program	Planned Spending	Evaluation Risk Level	Last evaluation date	Mandatory FAA date	Start date prior to 2025-26	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30
		Internal Services	\$92,833,781	Low		Not applicable						

Note: Projects exempted from section 42.1 of the *Financial Administration Act* are presented in **bold print**.