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Message from the Ministers



As ministers, we are delighted to present the 2020–21 Departmental Plan for the Department of Canadian Heritage. Over the coming year, the Government of Canada will continue to work in an open, positive and collaborative manner to build a country where everyone has the opportunity to participate in and contribute to a diverse and inclusive society.

The Department of Canadian Heritage will pursue its collaborations with a wide range of partners from the private sector, creative enterprises, public institutions and non-governmental organizations to support this objective. For example, Canada’s Creative Export Strategy will help promote homegrown talent on the world stage, including at the Frankfurt Book Fair, where Canada will be the guest of honour in 2020. We will continue our work to modernize copyright, broadcasting, and telecommunications legislation. We will also strive to ensure that Canadians have access to local news and to audiovisual, musical and literary content delivered in a way that makes sense in today’s digital world.

The commemoration of Canadian history and celebration of the communities that make up our country are vital to our identity. We will continue to promote the institutions and activities that present our collective heritage, whether it is the history of a remote community or the Métis Nation’s role in Manitoba’s entry into Confederation 150 years ago, to name but a few examples.

The *Indigenous Languages Act*, which received Royal Assent in 2019, is the result of years of collaboration with Indigenous Peoples. A great deal of determination, energy and wisdom went into the Act. Canadian Heritage will continue working collaboratively with Indigenous partners to ensure the implementation of the legislation meets the needs of Indigenous Peoples.

In the realm of sport, the Department will support the athletes representing Canada at various high-level competitions, including the Tokyo 2020 Olympic and Paralympic Games. We will encourage all Canadians, especially young people and under-represented groups, to be active.

We will also reaffirm the importance of providing sport environments that are welcoming, inclusive and safe.

Diversity is one of the cornerstones of our society. We will encourage inclusion for all as we continue to implement Canada’s Anti-Racism Strategy and support community projects and activities that foster equity and multiculturalism. No Canadian should face discrimination. We will therefore work closely with government departments to ensure that diversity, inclusion and gender equality are taken into consideration in all spheres of government activity.

The work of the LGBTQ2 Secretariat and the Youth Secretariat will continue within the Department of Canadian Heritage, ensuring that the viewpoints of youth and LGBTQ2 communities are considered in and incorporated into government policies and programs. We will also support meetings, discussions and forums that bring young people together, help them better understand what they have in common and encourage them to explore Canada in all its diversity.

The promotion of Canada’s two official languages is a government priority. Canadian Heritage will pursue efforts to modernize the *Official Languages Act*. Together with our partners, we will continue to implement the Action Plan for Official Languages 2018–2023. In doing so, we will further strengthen Canada’s linguistic duality and help minority-language communities across the country thrive and flourish.

Lastly, we will work with the provinces and territories to ensure that interested Canadians can access programs in their official language and in their second language, such as immersion programs and language and cultural exchange programs. We will also complete the launch of “The Mauril,” the online tool designed to help Canadians improve their knowledge of French and English. These languages are at the heart of who we are, and all of our efforts in the coming year will be aimed at building a Canada proud of its linguistic duality, its identity and its diversity.

The Honourable
Steven Guilbeault

Minister of
Canadian Heritage

The Honourable
Bardish Chagger

Minister of Diversity and
Inclusion and Youth

The Honourable
Mélanie Joly

Minister of Economic
Development and
Official Languages

Plans at a glance

In 2020-21, the Department of Canadian Heritage will support Minister Guilbeault, Minister Chagger and Minister Joly in carrying out their [mandates](#)¹ and in achieving results to advance the Department's five core responsibilities, as outlined in its Departmental Results Framework:

- Core Responsibility 1: Creativity, arts and culture
- Core Responsibility 2: Heritage and celebration
- Core Responsibility 3: Sport
- Core Responsibility 4: Diversity and inclusion
- Core Responsibility 5: Official languages

Canadian Heritage will introduce amendments to the *Broadcasting Act* by the end of 2020 and develop additional measures to support Canadian broadcasters and content creators. Furthermore, the Department will examine how to best support Canadian content creation and production in French, English and other cultural and linguistic communities. Canadian Heritage will also review the *Copyright Act* while working in partnership with Innovation, Science, and Economic Development Canada.

The Department will ensure a coordinated delivery of the Creative Export Strategy launched in June 2018 including: the delivery of funding through the Creative Export Canada program; the coordination of trade missions, international events and partnerships needed to make business deals; and the coordination of a strong presence for Canada as Guest of Honour Country at the Frankfurt Book Fair in 2020.

Canadian Heritage plans to unveil the Memorial to the Victims of Communism—Canada, a Land of Refuge in 2020. The monument will recognize Canada's international role as a place of refuge for people fleeing injustice and persecution.

Canada Day in the Capital will create an evocative experience of unity, showcasing Canada's creativity and multiculturalism as well as reflecting Canada's diversity and youth. Specifically, Canada Day 2020 will highlight the important role the Métis Nation played in Manitoba's entry into Confederation 150 years ago and the 40th anniversary of our national anthem, O Canada.

In 2020-21, the Legacy Fund will support a project that commemorates the 125th anniversary of the incorporation of the Association of Neighbourhood Houses of British Columbia. The renovation of a former fire hall into a community space will increase access to Indigenous and non-Indigenous arts and heritage activities for the Marpole community in Vancouver, British Columbia.

The Department will fully implement the *Indigenous Languages Act* for the reclamation, revitalization, maintenance, and strengthening of Indigenous languages in Canada, including

establishing measures to facilitate the provision of adequate, sustainable and long-term funding, and supporting the appointment of the first Commissioner of Indigenous Languages and the establishment of the Office of the Commissioner.

Commemorate Canada will provide funding in 2020-21 for community initiatives across Canada to increase awareness and commemorate the history of residential schools as well as honour residential school survivors, families and communities. In addition, Canadian Heritage will co-develop, with Indigenous Peoples, a framework for repatriating Indigenous cultural property and ancestral remains.

Canadian Heritage will support the preparations of Team Canada at the 2020 Tokyo Olympic and Paralympic Games, which are being held from July 21 to September 6, 2020.

The Department of Canadian Heritage continues to implement projects through the Sport for Social Development in Indigenous Communities component of the Sport Support Program, which aims to improve health, education and employability of Indigenous Peoples in Canada, and to reduce at-risk behavior.

The Department will consult with provinces and territories, key sport stakeholders, and other non-profit organizations on a strategy to increase the participation of youth and underrepresented groups involved in sporting activities.

The Department intends to continue the implementation of Canada's new Anti-Racism Strategy by supporting the new Anti-Racism Secretariat and delivering on other key components of the Strategy, and continue to provide funding to community-based projects, initiatives and activities that promote multiculturalism and equity in Canada and that tackle racism and discrimination.

Canadian Heritage will implement a new data and evidence approach to promote a better understanding of the barriers faced by racialized communities, religious minorities and Indigenous Peoples; and collect data and information and conduct research as a means of informing policy and program development and performance reporting on “what works” in anti-racism programming.

In support of key priorities, Canadian Heritage was also mandated to create new regulations for social media platforms to remove illegal content and combat hate speech, to work with the Department of Global Affairs to create a new cultural diplomacy strategy, and to work with national museums to increase Canadians' awareness of climate change.

Furthermore, Canadian Heritage acquired the responsibility for the Youth Secretariat and LGBTQ2 Secretariat from the Privy Council Office in November 2019. The Youth Secretariat will support the Minister of Diversity and Inclusion and Youth via the following key activities in 2020-21: coordinate the Prime Minister's Youth Council; continue to implement the Canada

Youth Policy including the publication of a State of Youth Report; and coordinate with other government departments on key youth-related initiatives including leading the further development of the Canada Service Corps and supporting the Minister of Employment, Workforce Development and Disability Inclusion on the renewal of the Youth Employment and Skills program.

The Department’s LGBTQ2 Secretariat will work in close collaboration with a variety of governmental and non-governmental organizations to promote LGBTQ2 equality, protect LGBTQ2 rights and address discrimination against LGBTQ2 communities.

The Department will continue to implement the Action Plan for Official Languages 2018-2023, a whole-of-government initiative that demonstrates the government's commitment to support and promote our two official languages, which are at the heart of Canadian identity and an essential platform for the inclusion of all Canadians and remains sustainable over time.

In September 2015, Canada and 192 other UN member states adopted the United Nations 2030 Agenda for Sustainable Development. [The 2030 Agenda](#)ⁱⁱ is a 15-year global framework centered on an ambitious set of 17 Sustainable Development Goals (SDGs) that integrates social, economic, and environmental dimensions of sustainable development, as well as peace, governance and justice elements. These goals are to be carried out by developed and developing countries alike.

The Department is ideally suited to advance several core principles that inform the Sustainable Development Goals, including those of good health and well-being (SDG 3); gender equality (SDG 5); industry, innovation, and infrastructure (SDG 9); reduced inequalities (SDG 10); and sustainable communities and industries (SDG 11), among many others. The mandate of the Department aligns directly with the key principle of Agenda 2030, namely to leave no one behind.

Further information on the integration of Sustainable Development Goals at Canadian Heritage can be found in the planning highlights of each Core Responsibility.

For more information on the Department of Canadian Heritage’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources, and key risks” section of this report.

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Creativity, arts and culture

Description

Ensures that a wide range of Canadian artistic and cultural content is accessible at home and abroad. Provides opportunities for Canadians to participate and engage in Canada's creative life, fostering a sense of belonging and inclusion. Fosters creativity, innovation, growth and employment opportunities in Canada's cultural sector, and in the creative economy. Support policy, legislative and regulatory measures; deliver funding programs that support creation, professional training, cultural infrastructure and arts presentation; business development and marketing initiatives; and the establishment of partnerships in Canada and abroad.

Planning highlights

The Department contributes to Core Responsibility 1 through several programs: Arts; Cultural Marketplace Framework; and Cultural Industries Support and Development. Canadian Heritage fosters a vibrant Canadian artistic sector by increasing opportunities for Canadians to connect with the arts, explore artistic excellence and become full partners in supporting a resilient arts sector. The Department encourages the creation of and access to Canadian cultural content, as well as fosters the competitiveness of Canada's music, book publishing and periodical industries, and film and video. Canadian Heritage supports marketplace conditions for a strong, innovative, competitive and equitable cultural sector. The Department also contributes to the promotion of discoverability and distribution of Canadian programming in French at home and abroad through the TV5 program. For more details on Canadian Heritage programs, please consult the Supplementary information tables associated with this report, and the Canadian Heritage website.

The planned spending budget allocated to this core responsibility is \$513,243,111 and supported by a total of 430.3 planned full-time equivalents.

The Department will continue to engage domestically and internationally to advance effective solutions that promote and protect Indigenous arts and cultural expression from misuse and misappropriation.

Creative industries are successful in the digital economy, foster creativity and contribute to economic growth.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Introducing amendments to the *Broadcasting Act* by the end of 2020 that will take appropriate measures to ensure that all content providers, including internet giants, offer meaningful levels of Canadian content in their catalogues, contribute to the creation of Canadian content in both official languages, promote this content and make it easily accessible on their platforms.
- Developing additional measures to support Canadian broadcasters and content creators, strengthening the regional mandate of CBC/Radio-Canada to broadcast more local news and requiring CBC/Radio-Canada to open up its digital platform.
- Continuing to initiate targeted, creator-centred policy work focused on issues related to creator remuneration and piracy, which supports the success of creators in the digital economy, as part of the Department's work with Innovation Science and Economic Development Canada to review the *Copyright Act*.
- Continuing to work with Telefilm Canada to support stable funding for the Canadian film industry.
- Modernizing the Canada Music Fund and delivering the additional \$10 million in 2020-21, announced in Budget 2019, to support more Canadian musicians and music entrepreneurs with the rising costs of marketing and promotion of Canadian music so that Canadian music reaches audiences everywhere.

Canadians are able to consume Canadian content on multiple platforms.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Investing in innovative television, digital and games content, under the changes implemented in 2019-20 to the Canada Media Fund, which enable non-broadcast Canadian platforms to have access to program funding.
- Supporting the sustainable production and distribution of accessible digital books that can be used by all Canadians, including persons with print disabilities, through an additional investment of \$22.8 million over five years (2019-20 to 2023-24), which was announced in Budget 2019.
- Continuing to support local journalism through the Canada Periodical Fund and the Local Journalism Initiative.

Creative industries are successful in global markets.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Leading one large, multi-sector, high-profile creative industries trade mission in 2020-21. The Creative Export Canada Program will also support creative industry participation at international events, such as the Frankfurt Book Fair in 2020, where Canadian Heritage's presence would help to create trade opportunities for Canada's creative industries.
- Offering supplemental support to existing recipients that contribute to a favourable environment for Canadian cultural export by promoting Canadian artists to international markets, as part of the Government of Canada's Creative Export Strategy, which was initiated in 2017-18 and with resources available for five years from 2018-19 to 2022-23.
- Advancing strategic international partnerships (for instance, through the Culture and Creativity Working Group under the Canada-Mexico Partnership).
- Ensuring a strong presence for Canada as Guest of Honour Country at the Frankfurt Book Fair in 2020 by developing our cultural exchange network and trade opportunities during the lead up to and during the Fair.
- Contributing to the digital transition of TV5 by participating in the development of the new strategic plan of TV5MONDE for 2021-24, and supporting the development of the Francophone digital platform, TV5MONDEplus, including the launch scheduled for September 2020.
- Promoting TV5 at the next Sommet de la Francophonie, which will be held in Tunis, in December 2020, and where the 50th anniversary of La Francophonie will be highlighted.

Canadians have access to cultural facilities in their communities.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Working with all cultural and heritage organizations on the successful delivery of the investment of an additional \$300 million over 10 years in arts and heritage, which started in 2018-19. Part of this funding will be to construct, renovate and equip creative hubs.
- Beginning the research and stakeholder engagement to develop options for the introduction of the Culture Pass, a \$200 credit that every Canadian child will receive when they turn 12 years old to be used to access theatres, museums, galleries, workshops and other cultural venues and local Canadian content.

Canadians have access to festivals and performing arts series that reflect Canada's diversity.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Continuing the delivery of the additional \$16 million for the Canada Arts Presentation Fund over two years (\$8 million per year for 2019-20 and 2020-21) provided through Budget 2019. Additional support to organizations will help bring the talents of Canada's performers

to more communities across the country and create a stronger sense of connection between diverse Canadians.

Gender-based analysis plus

Under this core responsibility, the Department incorporates gender-based analysis plus into standard processes within its funding programs.

For instance, the Creative Export Canada program gives careful consideration to applicants and projects that commit to implementing gender or diversity considerations in staffing, leadership and decision-making roles. A framework will be used in the selection of authors and artists featured through Canada's Guest of Honour presence at the Frankfurt Book Fair in 2020, ensuring a presence that represents Canada's diversity, including gender balance, diverse cultures and Indigenous Peoples participation. The Canada Media Fund implements strategies aimed at increasing Indigenous screen-based content and gender parity. In contribution agreements with the Department, FACTOR and Musicaction are required to report annually to the Canada Music Fund on their efforts to solicit applications from all regions of Canada, and from official language minority groups and Indigenous Peoples.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Central to the UN 2030 Agenda is to ensure an inclusive and equitable quality education and to promote lifelong learning opportunities for all (SDG 4). The Department's Arts, Cultural Industries, and International Trade programs contribute directly to advancing the Sustainable Development Goals by supporting individual, artistic and cultural expression as well as cultural entrepreneurs and innovators; and ensuring access to and promoting participation in arts and culture. Funding supports specialized training to artists and cultural creators for professional national or international artistic careers at the highest levels, leading to productive employment and decent work for all (SDG 8).

Arts programs support the improvement of physical conditions for arts, heritage, culture and creative innovation making cities and human settlements inclusive, safe, resilient and sustainable (SDG 11). Canada's creative industries are key drivers of economic growth and employment for the middle class, and they make an important contribution to Canada's gross domestic product.

Cultural entrepreneurs are increasingly looking to global markets to remain viable and competitive. The Government's Creative Export Strategy aims to maximize the export potential of Canada's creative industries by providing in-market support, funding for export ready projects and creating trade opportunities (SDG 9). The Department is strengthening partnerships for the development and revitalization of diversity in cultural domains within the global Francophonie, in accordance with the objectives of partnerships for the achievement of the objectives of the United Nations.

Experimentation

The Creative Export Canada program is currently experimenting with new and innovative program angles and tools, such as a referral service for unsuccessful and successful projects to other federal institutions. This referral service will provide applicants with a more comprehensive funding approach, which will result in a better chance of success.

In 2019-20, the Canada Media Fund implemented a new program that allows for early-stage development through two access points: one for screenwriters and one for collaboration between producers and writers. The Canada Media Fund will continue to monitor the first projects launched in 2019-20, collect as much data as possible on this experimental approach to compare and assess both approaches over a three- to five-year horizon. This experiment will allow the Canada Media Fund to assess whether giving direct support to creators in the preliminary phase of production allows more projects and ideas to move from the pre-development phase to the development phase and on to production phases.

The Creative Marketplace Lab on Data, Skills and Technology is a team dedicated to taking innovative and experimental approaches to difficult issues in the creative marketplace such as creator remuneration and technological disruption. Current key experiments include the economic viability of creators research, which will try an emerging methodology called “respondent-driven sampling” to better represent the creative marketplace (in collaboration with the Cultural Industries Branch), and skills experimentation with digital tools, testing the effectiveness of online self-assessment tools for copyright literacy.

Key risks

Considering the wide range of activities and disciplines included within the cultural and creative sectors, there is a risk that the Department may be limited in those strategic investments aimed at ensuring Canadians have the opportunity to participate and engage in the diversity of Canada’s creative life. For example, pressures on financial resources may negatively impact the Department’s ability to support Canada’s presence as Guest Country of Honour at the Frankfurt Book Fair in 2020, in comparison to the standard set by other countries in previous years.

In order to ensure the success of Frankfurt 2020, the Department will continue to develop and nurture partnerships in order to secure funding from other sources and collaborate on the successful delivery of the event.

The Department is working to ensure a coordinate delivery of Canada’s Creative Export Strategy, launched in 2018. Central to this strategy is the success of its trade missions. There is a risk that the impact of business deals made through trade missions led by Canadian Heritage does not sufficiently demonstrate a high return on investment. Similarly, there is a risk that the positive results of these trade missions are not communicated clearly and effectively to Canada’s creative industry stakeholders and partners.

In order to mitigate this risk, trade missions will continue to be selected based on economic analysis and ongoing consultations with industry, portfolio and Government partners, in markets that demonstrate the highest potential for success and long-term market entry to ensure adequate policy engagement and development. Focus will be on supporting companies that are most ready to export goods and services internationally and/or to demonstrate the most potential for business deals or to enter the market long-term. The results and impacts of trade missions will be properly evaluated and communicated to creative industry stakeholders and Government partners.

Planned results for Creativity, arts and culture

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Creative industries are successful in the digital economy, foster creativity and contribute to economic growth.	Gross domestic product (GDP) of the Canadian cultural sector.	\$55 billion	March 2021	\$53.8 billion	\$53.8 billion	\$53.1 billion
	Number of jobs in the cultural sector.	673,138	March 2021	652,406	652,406	666,474
Canadians are able to consume Canadian content on multiple platforms.	Number of video games (entertainment software) produced by Canadian-based studios.	n/a ¹	March 2021	2,100	n/a ¹	n/a ¹
	Number of Canadian Television productions.	1,190	March 2021	1,290	1,222	Forthcoming ²
	Number of Canadian theatrical feature films produced.	110	March 2021	112	105	105

¹ The indicator is no longer valid as the data is no longer available. The Department will modify or eliminate this indicator in 2020.

² Results will be available in the winter of 2020 and presented in the Economic report on the Screen-Based Media Production Industry in Canada.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
	Number of Canadian-authored books published.	6,000 ³	March 2021	6,533	6,401	6,764
	Number of magazines in Canada producing Canadian content.	1,300	March 2021	1,591	1,549	1,457
	Number of non-daily newspapers in Canada producing Canadian content	1,000 ⁴	March 2021	1,060	1,032	1026
	Market share of Canadian artists on top 2,000 domestic album sales chart.	20	March 2022	22	19	19
	Market share of Canadian artists on top 20,000 domestic streaming chart.	15	March 2022	12	10	10
Creative industries are successful in global markets.	Value of creative exports.	New data series, no target available.	March 2022	\$16 billion	n/a	Forthcoming ⁵

³ The indicator measures the number of new Canadian-authored books published by recipients of the Canada Book Fund.

⁴ The newspaper industry is in a significant period of transition marked by numerous closures. This target takes into account of this reality.

⁵ The actual results were not available at the time of publication.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canadians have access to cultural facilities in their communities.	Number of communities with improved cultural facilities.	80	March 2021	n/a	n/a	93
	Percentage of Canadians with access to improved cultural facilities.	40	March 2021	n/a	n/a	41
Canadians have access to festivals and performing arts series that reflect Canada's diversity.	Percentage of funded festivals and performing arts series whose programming promotes diversity.	70	March 2021	n/a	n/a	65

Planned budgetary financial resources for Creativity, arts and culture

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
513,243,111	513,243,111	495,806,545	493,958,901

Planned human resources for Creativity, arts and culture

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
430.3	428.1	428.1

Financial, human resources and performance information for the Department of Canadian Heritage's program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Heritage and celebration

Description

Offers opportunities for Canadians to participate in celebrations and commemorations of national significance, and in local festivals and heritage events. Invests in the development of learning materials and experiences that give Canadians opportunities to enhance their understanding of Canada's history. Facilitates access to heritage and provides support to heritage institutions to preserve and present heritage to all Canadians. Delivers projects, programs and services; grants, contributions and tax incentives; conducts research; provides authoritative information and expertise; and supports the implementation of heritage-related legislation.

Planning highlights

The Department contributes to Core Responsibility 2 through several programs: National Celebrations, Commemorations and Symbols; Community Engagement and Heritage; Preservation of and Access to Heritage; and Learning about Canadian History. Canadian Heritage offers opportunities for Canadians to participate in celebrations and commemorations of national significance, recognizes notable people, places, symbols, anniversaries and accomplishments of national significance across Canada, offers events and activities in the National Capital Region, and promotes and protects Canadian symbols. The Department provides funding in support of local festivals, community anniversaries and capital projects. Canadian Heritage ensures that Canada's cultural heritage is preserved and accessible to Canadians today and in the future, assists Canadian museums in documenting, sharing information about their collections, provides Canadians access to Canadian and international heritage through the circulation of artefacts and exhibitions in Canada, and helps Canadian heritage institutions compete with foreign institutions for the loan of prestigious international exhibitions. Finally, the Department encourages Canadians to learn about Canada's history, civic life, and public policy. For more details on Canadian Heritage programs, please consult the Supplementary information tables associated with this report, and the Canadian Heritage website.

The planned spending budget allocated to this core responsibility is \$111,012,915 and supported by a total of 326.5 planned full-time equivalents.

Canadians feel a strong sense of belonging to Canada.

Central to these programs and to the Department as a whole is the objective of providing Canadians with opportunities to experience dynamic cultural expressions, celebrate our history and heritage and build strong communities. By providing these opportunities, the Department contributes to the departmental result: Canadians feel a strong sense of belonging to Canada. This result is measured through the General Social Survey, which gathers data on and monitors social trends and the well-being of Canadians.

Canadians are engaged in celebrations and commemorations of national significance.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Completing the Memorial to the Victims of Communism–Canada, a Land of Refuge in 2020, adding to the national commemorative landscape in Canada’s Capital Region and engaging Canadians on Canada’s place as a welcoming country of diverse cultures building a stronger country and a better future. The unveiling event is scheduled for mid-2020.
- Increasing participation of Indigenous and non-Indigenous Peoples across Canada in reconciliation activities related to residential schools through community-based funding. Many of the commemorative activities will take place on or around September 30, a National Day for Truth and Reconciliation.
- Delivering celebrations for Canada Day 2020, which include Métis Nation programming, directly supporting the mandate commitment to provide “support for the celebration of the 150th anniversary of the Métis Nation entering Confederation.”

Canadians across the country are engaged in their communities through local arts and heritage.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Continuing to encourage citizen engagement and social inclusion through local performing and visual arts and the celebration of local heritage as well as through the commemoration and preservation of local history and identity.
- Supporting a project that commemorates the 125th anniversary of the incorporation of the Association of Neighbourhood Houses of British Columbia. The renovation of a former fire hall into a community space will increase access to Indigenous and non-Indigenous arts and heritage activities for the Marpole community in Vancouver, British Columbia.

The public is provided with access to cultural heritage.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Reviewing its national museums policy, as part of the Government's response to the Standing Committee on Canadian Heritage Report on the State of Canada's Museums.
- Moving forward with making the Royal Canadian Mounted Police Heritage Centre into a national museum.
- Continuing to monitor the progress of the Canadian Heritage funded Reconciliation Program as administered by the Canadian Museums Association.

Heritage objects and collections are preserved by heritage organizations for current and future generations.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Advancing the process to co-develop, with Indigenous Peoples, a framework for repatriating Indigenous cultural property and ancestral remains.
- Continuing its research in the area of energy sustainability for heritage institutions, and developing accessible online tools to help heritage organizations in reducing their carbon footprint.
- Continuing its engagement with Indigenous heritage practitioners and cultural organizations to develop policies, practices, workshops and learning materials that respond more closely to the needs of Indigenous communities.
- Continuing to advance the modernization of three key online initiatives, namely Nomenclature, Creators in Canada, and Artefacts Canada, in order to maximize the use and dissemination of information regarding Canadian collections of cultural heritage.
- Expanding the Canadian Conservation Institute and the Canadian Heritage Information Network's offering of e-learning resources with the development of a module dedicated to the documentation of heritage collections.

In addition, the following planned activities contribute to this Core Responsibility:

- Supporting the participation of 250 Canadians in the 2020 Governor General's Canadian Leadership Conference so that these future leaders in business, labour and public administration gain broader perspectives and practical understanding to inform public policy making and the impact of decisions on the communities they serve.
- Supporting the creation and updating of more than 250 entries in the Canadian Encyclopedia to provide users with access to trustworthy and fact-based digital content about Canada in both official languages.
- Supporting learning activities reaching teachers across Canada through the Historical Thinking Summer Institute and the Association for Canadian Studies annual conference marking Manitoba's entry into Confederation.

Gender-based analysis plus

The Department funds celebrations and commemorations that encourage broad participation. Canadians of all identities across the country, including those living in remote areas, have opportunities to participate in community events that are open to the public and free of charge. These events promote and showcase Canada's linguistic, cultural and regional diversity.

The Building Communities through Arts and Heritage Program provides funding to diverse local organizations, including marginalized groups, supporting gender equality and fostering

inclusivity. Specifically, the Program will provide at least \$1 million in funding for LGBTQ2+ events in order to support diversity and inclusiveness in local communities.

The Canada History Fund encourages applicants to address areas or themes, namely the history of official language minority communities, the history of Indigenous Peoples in Canada, and the learning needs of young Canadians.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The 2030 Agenda includes the goals of preserving and promoting cultural heritage, and of providing opportunities for all to community and public spaces. The Department pays particular attention to the needs of disadvantaged and marginalized populations as well as rural and remote communities particularly as it promotes the inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status in events of local and national significance (SDG 10). It supports inclusive societies by funding projects that engage all Canadians in arts and heritage activities that reflect the diversity of Canada. In the context of Reconciliation, Canadian Heritage fosters the preservation of Indigenous culture and facilitates access to heritage collections for all Canadians.

Experimentation

The Canada Travelling Exhibitions Indemnification Program is testing a new application form that seeks responses that are more focused on adherence to accepted museum principles, practices and museum standards rather than on specific details. This would allow claimants to complete forms more easily and quickly, and the Program to more easily analyze the requests received. It is funded through existing resources.

In collaboration with the Canadian Conservation Institute, the Museums Assistance Program is developing the second phase of the RE-ORG program, which will enhance the dissemination of the RE-ORG Method, a methodology for reorganizing severely disorganized storage in small to medium-sized museums with limited resources or access to outside expertise, and build regional capacity by partnering with the provincial/territorial museums associations for the delivery of the program.

The Canadian Conservation Institute will explore potential ways in which artificial intelligence may be used to more efficiently respond to enquiries in the realm of heritage conservation.

Key risks

The Centre Block on Parliament Hill is an important national symbol and is host to many national celebrations. Over the next 10 years, the Centre Block will undergo significant rehabilitation. Due to this rehabilitation project, Canada Day celebrations will change significantly, as the programming that is normally offered at this site will be greatly reduced. There is a risk that, in its work to modify existing sites or identify new locations within Canada's

Capital Region, the Department may face challenges in order to receive the expected 360,000 visitors for the celebrations.

The Department will work collaboratively with Public Services and Procurement Canada to mitigate the impact of construction on the overall Parliament Hill visitor experience. Should new locations be required, Canadian Heritage will also work to allow a maximum number of Canadians to participate, including through collaborations with broadcasters and media to ensure maximum reach and access to celebrations.

Planned results for Heritage and celebration

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canadians feel a strong sense of belonging to Canada.	Percentage of Canadians who report feeling a strong sense of belonging to Canada.	90	March 2021	90 ⁶	90 ⁶	90 ⁶
Canadians are engaged in celebrations and commemorations of national significance	Number of Canadians who participate in events and activities by attending or volunteering.	9.5 million	March 2021	n/a	n/a	10,618,349
	Number of Canadians who participate in events and activities by viewing traditional and new media broadcasts or downloading related information materials.	12 million	March 2021	n/a	n/a	14,140,000 ⁷

⁶ General Social Survey-Social Identity results were last published in 2015 with 2013 data. Next Social Identity cycle collection is in 2020 and data release is in 2021.

⁷ In 2018-19, the number of Canadians engaged in celebrations and commemorations of national significance greatly exceeded the target for viewership of traditional and new media broadcasts or downloading information

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canadians across the country are engaged in their communities through local arts and heritage.	Number of performers and volunteers in Building Communities through Arts and Heritage funded arts and heritage projects each year.	173,674	March 2021	n/a	n/a	190,855 ⁸
	Total attendance for Building Communities through Arts and Heritage funded arts and heritage projects each year.	18,088,538	March 2021	n/a	n/a	21,207,443
The public is provided with access to cultural heritage.	Number of in-person and online visits to cultural heritage rendered accessible through heritage programs and services.	2,000,000	March 2021	2,034,405	2,205,169	2,263,910

materials. Given the increasing number of broadcasting initiatives supported by Canadian Heritage, and that this is the first year the Department is reporting on this result, this target will be adjusted to reflect data trends.

⁸ Given that final reports from recipients are compiled once per year, statistics provided here are a carry-over from 2017-18 final reports.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Heritage objects and collections are preserved by heritage organizations for current and future generations.	Number of heritage objects and collections whose preservation has been supported by heritage programs and services.	100,000 ⁹	March 2021	109,754	325,362	446,436

Planned budgetary financial resources for Heritage and celebration

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
111,012,915	111,012,915	93,599,096	93,059,331

Planned human resources for Heritage and celebration

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
326.5	326.5	326.5

Financial, human resources and performance information for the Department of Canadian Heritage’s program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

⁹ The spikes in actual results for 2017-18 and 2018-19 are due to a pilot project. This project concluded in 2019-20 and it is expected that future results will return to averages established in 2016-17.

Sport

Description

Promotes and enhances Canadian participation in sport, from initial introduction to sport to the highest levels through transfer payments and policy leadership. Ensures that all Canadians have access to quality aligned sport programs in a safe and welcoming environment regardless of race, gender or physical disability. Fosters the development of high-performance athletes, coaches, officials, leaders and organizations within the Canadian Sport System. Assists Canadian communities in hosting the Canada Games and international sport events.

Planning highlights

The Department contributes to Core Responsibility 3 through the Sport Development and High Performance Program. Sport Canada aims to establish Canada as a leading sport nation at home and abroad, where all Canadians and their communities enjoy, value and celebrate the benefits of active participation and excellence in sport. It contributes to advancing the goals of the Canadian Sport Policy, funds eligible organizations to deliver sport for social development projects in Indigenous communities in Canada, and supports and promotes gender equity in Sport. The Department further provides direct support to Canadian athletes to foster the development of high-performance athletes, and assists sport organizations to host the Canada Games and international sport events in Canada. For more details on Canadian Heritage programs, please consult the Supplementary information tables associated with this report, and the Canadian Heritage website.

The planned spending budget allocated to this core responsibility is \$249,554,510 and supported by a total of 103.5 planned full-time equivalents.

Canadian athletes succeed at the highest levels of competition.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Supporting the preparation of Team Canada at the 2020 Tokyo Olympic and Paralympic Games, which are being held from July 21 to September 6, 2020.
- Providing support to the preparation of the Niagara 2021 Canada Games, scheduled from August 6 to 21, 2021.

Canadian children and youth are enrolled in a sport activity.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Consulting with provinces and territories, key sport stakeholders, and other non-profit organizations on a strategy to increase the participation of youth and underrepresented groups involved in sporting activities and promoting physical and mental health benefits.
- Implementing projects through the Sport for Social Development in Indigenous Communities initiative that expand the use of sport for social development in Indigenous communities, which address the self-identified social development needs of Indigenous communities. Specified targets of the initiative are to improve health, education and employability of Indigenous Peoples, and the reduction of at-risk behaviour.

Canadians, regardless of gender, physical ability and cultural background, who participate in sport activities are satisfied with the manner in which the activity is provided.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Supporting the process for the implementation of the Universal Code of Conduct on harassment, abuse and discrimination in sport, as well as support work in addressing harassment, abuse and discrimination, such as policy review, training, and ensuring access to an independent third-party to manage incidents.
- Supporting sport organizations' work in prevention of concussion, namely in the areas of rules of the game, training methods, and behaviours.
- Implementing actions to achieve gender equality in all facets of sport by 2035 including increasing the participation of girls, reducing harassment, abuse and discrimination, and finding more engaging ways to keep girls involved in sport and reduce drop-out rates.

Gender-based analysis plus

Sport Canada recognizes that different subsets of the population have different experiences with sport. The Sport Participation Strategy will work with partner organizations to reduce barriers to sport participation and ensure that sport programming is inclusive and welcoming to all.

The Department will implement the Gender Equity in Sport Strategy initiative announced in Budget 2018 to promote gender equity at all levels of the sport system by 2035.

The Department has also allocated \$3 million in funding to the Canadian Association for the Advancement of Women and Sport and Physical Activity through Budget 2018 to design and deliver a suite of gender equity audit services, which will allow funded sport organizations to undergo sport-specific gender-based analysis plus training, undertake a gender equity audit and develop action plans linked to identified gaps.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The 2030 Agenda promotes good health and well-being, and supports the provision of safe, resilient, accessible infrastructure for all, at all ages. Sport Canada is directly involved in advancing these goals. The sport system allows Canadians from all segments of society to get involved in sport activities at all levels and in all forms of participation (SDG 10). The current Canadian Sport Policy, effective from 2012 to 2022, sets a direction for all governments, institutions and organizations to make sure sport has a positive impact on the lives of Canadians, our communities and our country through physical activity and recreation; health; infrastructure; and diversity, equity and inclusion. Amongst the objectives sought by the policy is the opportunity for Canadians to participate in sport for fun, health, social interaction and relaxation and contribute to the good health and well-being of Canadians (SDG 3).

Sport Canada provides leadership and funding to help ensure a strong Canadian sport system, which enables Canadians to progress from early sport experiences to high performance excellence. It wants to ensure that girls, Indigenous Peoples, members of the LGBTQ2 community, persons with disabilities and newcomers have access to quality sport activities. Experts from inside and outside of government engage on the topics of gender, sexual diversity, mental health, and equality in order to inform Sport Canada policies and programs. These are key components of developing a sport system that is sustainable and accessible to all.

Experimentation

The Department will implement the Gender Equity in Sport Strategy announced in Budget 2018 to promote gender equity at all levels of the sport system by 2035. From Budget 2018, \$2.5 million over three years will be dedicated to enabling the testing of innovative quality sport approaches, the trial of new programs, strategies, and technologies in order to develop evidence-based solutions to the barriers to participation of women and girls that can be shared nationwide.

Key risk

Sport Canada aims to ensure that Canadians have access to programs and services that are safe and welcoming to Canadians of diverse backgrounds, ages and abilities. There is a risk that current programs and services with the Canadian sport system do not reflect the needs of Canadian youth or segments of the population currently underrepresented in the sport system.

In order to mitigate this risk, Sport Canada will seek to implement pilot projects for new sports or for modified programming delivery in order to develop new approaches to make sport activities more inclusive and welcoming.

Planned results for Sport

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result ¹⁰
Canadian athletes succeed at the highest levels of competition.	Ranking of Canada relative to other countries in Combined Ranking Index for Olympic Sport.	7	June 2021	7	9	9
	Ranking of Canada relative to other countries in Combined Ranking Index for Paralympic Sport.	12	June 2021	n/a	13	13
Canadian children and youth are enrolled in a sport activity.	Number of Canadian children and youth enrolled in a sport activity.	5,000,000	June 2021	4,594,540	4,594,540	4,594,540
Canadians, regardless of gender, physical ability and cultural background, who participate in sport activities are satisfied with the manner in which the activity is provided.	Percentage of Canadians reporting that they experience sport in a welcoming environment.	90	June 2021	Not in use	86	86
	Percentage of Canadians reporting that they experience sport in a safe environment.	80	June 2021	Not in use	73	73

¹⁰ All 2018-19 results are a carry-over from the previous year 2017-18, as the new data will not be available until 2020.

Planned budgetary financial resources for Sport

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
249,554,510	249,554,510	245,610,649	230,139,399

Planned human resources for Sport

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
103.5	103.5	103.5

Financial, human resources and performance information for the Department of Canadian Heritage's program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Diversity and inclusion

Description

Focuses on celebrating Canada's diversity, identity and multicultural heritage, promoting resilient communities and reinforcing the rights of Canadians, as a means to foster diversity and inclusion. Supports legislation on multiculturalism. Promotes and supports domestic implementation of international human rights treaties, constitutional and quasi-constitutional rights in Canada. Works in collaboration with a variety of Governmental and non-governmental organizations to support the provision of programs and services on matters of diversity and inclusion. Supports the engagement, participation and inclusion of Canadian youth in their communities and in exchange activities. Revitalizes, preserves and promotes Indigenous languages and cultures and celebrates achievements, and strengthens Indigenous communities through investments in a variety of initiatives.

Planning highlights

The Department contributes to Core Responsibility 4 through several programs: Multiculturalism; Human Rights; Indigenous Languages and Cultures; and Youth Engagement. Through these programs, the Department seeks to build an integrated, socially cohesive society, and to engage in discussions on multiculturalism, inclusion and diversity at the domestic and international level. Canadian Heritage also seeks to strengthen and maintain one of the core values relating to Canadian identity – respect for human rights – by addressing barriers to active participation that arise from a lack of awareness, understanding and access to rights. The Department aims to increase awareness among youth participants of the importance of being active and engaged citizens, increase youth knowledge and understanding of Canada, and strengthen their sense of belonging to Canada, thereby strengthening their shared sense of Canadian identity. Canadian Heritage also focuses on keeping Indigenous languages and Indigenous identity as living elements of Canadian society. By providing investments, it contributes to the efforts of Indigenous communities to reclaim, revitalize, maintain and strengthen their Indigenous languages and develop and deliver innovative and culturally appropriate projects under the Aboriginal Languages Initiative, Northern Aboriginal Broadcasting, Territorial Language Accords, National Indigenous Peoples' Day, and Inspire.

Following the 2019 election, two secretariats were transferred to the Department of Canadian Heritage. The Youth Secretariat provides support to the Minister for Diversity and Inclusion and Youth in the operations of the Prime Minister's Youth Council, the implementation of Canada's First Youth Policy, and advice regarding other youth initiatives across the Government of Canada. The LGBTQ2 Secretariat promotes LGBTQ2 equality and rights, and addresses discrimination against LGBTQ2 communities.

For more details on Canadian Heritage programs, please consult the Supplementary information tables associated with this report, and the Canadian Heritage website.

The planned spending budget allocated to this core responsibility is \$131,234,805 and supported by a total of 185.4 planned full-time equivalents.

Canadians value diversity.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Supporting the new Anti-Racism Secretariat, which will demonstrate leadership in overseeing a coherent whole-of-government approach on combating racism and discrimination, ensuring comprehensive and coordinated actions with measurable impact, and fostering continuing dialogue with provinces, territories and our diverse communities.
- Implementing a new data and evidence approach to promote a better understanding of the barriers faced by racialized communities, religious minorities and Indigenous Peoples; and collecting data and information and conducting research as a means of informing policy and program development and performance reporting on “what works” in anti-racism programming.
- Delivering more targeted community-based projects to communities, which address systemic barriers to employment, justice and social participation for Indigenous Peoples, racialized communities and religious minorities.
- Consulting civil society representatives of LGBTQ2 communities to lay the groundwork for an LGBTQ2 action plan that would guide the work of the federal government on issues important to LGBTQ2 Canadians.

Reversal of the current downward trend in the use and fluency of Indigenous languages.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Fully implementing the *Indigenous Languages Act* for the reclamation, revitalization, maintenance and strengthening of Indigenous languages in Canada, with adequate, sustainable and long-term funding.
- Supporting the establishment of the Office of the Commissioner of Indigenous Languages, including the appointment process for the Commissioner of Indigenous Languages and its directors by October 1, 2020.
- Continuing to support Indigenous Peoples, governments and organizations in their efforts to reclaim, revitalize, maintain and strengthen their Indigenous languages and cultures.
- Working with Indigenous Peoples, governments and organizations to develop a new long-term investment framework for Indigenous languages that will include policy, funding, delivery and implementation components.

- Supporting Crown-Indigenous Relations and Northern Affairs to ensure that the interests of self-governing First Nations and those nations in negotiations are factored into the *Indigenous Languages Act* implementation framework.

Youth enhance their appreciation of the diversity and shared aspects of the Canadian experience.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Supporting projects, exchanges, and forums that allow youth throughout Canada to connect with one another, have a better understanding of what they have in common, and learn new things about Canada's diverse cultural expressions, history, and heritage, with special emphasis on reconciliation, diversity and inclusion, and official language minority communities.
- Working towards breaking down barriers to participation and providing more opportunities for diverse youth, such as youth from official language minority communities, racialized and Indigenous communities, and rural, remote and Northern communities.
- Advancing the government-wide priority of inclusivity by involving young people in federal decision making through its work in 2020-21. For example, the Youth Secretariat will continue to manage the operations of the Prime Minister's Youth Council, including the recruitment of a diverse and representative cohort of new members in 2020; as well as working with the Privy Council Office to implement the commitment to have 75% of all Government of Canada Crown Corporations include a youth member, as mandated by the Canada Youth Policy.

Individuals or groups have access to funding to initiate or participate in test cases pertaining to rights and freedoms covered by the Court Challenges Program.

The Department will undertake the following activities in 2020-21 towards achieving this departmental result by:

- Ensuring that funds are transferred to the University of Ottawa and quorum is maintained on the two independent Expert Panels responsible for decisions regarding funding. The Department is committed to ensuring proper stewardship of the Court Challenges Program since its reinstatement announced in 2017.

Canadians value human rights.

In 2020-21, the Department will undertake the following activities towards achieving this departmental result by:

- Planning a meeting of federal, provincial and territorial ministers responsible for human rights and developing a protocol for follow-up to recommendations from international human

rights bodies, and developing a federal, provincial and territorial engagement strategy on Canada’s international human rights reporting.

- Promoting respect for human rights as a Canadian value at home and abroad, through events and activities that engage civil society organizations, Indigenous groups and the general public, as well as through social media activities that highlight national and international campaigns, such as for Human Rights Day.

Gender-based analysis plus

Programs reporting under Core Responsibility 4 integrate gender-based analysis plus within its regular activities.

For instance, the Department’s work under the Anti-Racism Strategy is designed to allow for as much intersectional analysis as possible to build a strong foundation for future policy development, programming and coordination. Participants of projects supported by Exchanges Canada and Youth Take Charge programs will reflect the geographic and demographic context of the Canadian youth population. The implementation of the *Indigenous Languages Act* will seek to take into account the diversity of languages and the plurality of linguistic situations across Canada’s complex linguistic landscape. It will also take into account the variety of places of residence and the increasing urbanization of Indigenous Peoples, and engage national Indigenous organizations, self-governing Indigenous governments, other Indigenous governing bodies, and other organizations from civil society to account for a diversity of perspectives and achieve more inclusive outcomes.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The 2030 Agenda is centered upon a commitment to leave no one behind. At the core of this commitment is respect for diversity and an assurance that everyone can live dignified and prosperous lives free from discrimination (SDG 10). Canadian Heritage will advance this dimension of the 2030 Agenda in a number of ways. The implementation of Canada’s new Anti-Racism Strategy will signal important steps in further advancing this goal. The Department will support community-based projects, initiatives and activities that promote multiculturalism and equity in Canada, and that tackle racism and discrimination.

Collaboration with Indigenous Peoples is crucial to the success of Canada’s implementation of the 2030 Agenda and to the central commitment to leave no one behind. All 17 Sustainable Development Goals are relevant to Indigenous peoples and have direct linkages to the human rights commitments outlined in the [UN Declaration on the Rights of Indigenous Peoples](#)^{iv} and Canada’s Truth and Reconciliation Commission’s calls to action. Canadian Heritage programs directly support the reclamation, revitalization, maintaining and strengthening of Indigenous languages in Canada.

Educating Canada’s youngest citizens helps to instill value for active citizenship and build confidence in Canada’s democratic institutions, thereby promoting a peaceful, inclusive society (SDG 16). By bringing youth together and engaging them in a wide variety of experiences and youth-led projects, the Department brings together diverse youth, including those from low-income households, to learn about Canada and each other by raising their awareness around issues such as reconciliation, climate action, gender equality, civic education and education and promoting active engagement in communities.

Experimentation

In collaboration with the Impact and Innovation Unit of the Privy Council Office, the Department has launched a pilot project on impact measurement to identify the most effective strategies used by funded recipients to deliver results to Canadians. This pilot will support the Department’s knowledge-building on best practices for impact measurement and inform our broader effort to measure the impacts of federal programming in addressing racism and discrimination.

Key risks

In 2019, the Government of Canada enacted the *Indigenous Languages Act*. The Department of Canadian Heritage is committed to supporting the full and collaborative implementation of this Act. There are some risks associated with the complex and collaborative nature of this work. For example: there may be differing opinions among Indigenous groups consulted regarding how to best implement the Act, including what is meant by adequate, sustainable and long-term funding; the organizational capacities of Indigenous communities to develop and implement language revitalization plans can vary; from an individual perspective, learning an Indigenous language as a second language can sometimes be viewed as a secondary need after health, safety and economic well-being; support for language revitalization may not reach Indigenous Peoples equally across the country, including in urban centres where the transmission of an Indigenous language as a mother tongue tends to decrease. Canadian Heritage will remain attentive to the various stakeholders. The Department is also considering the adoption of varied and flexible funding mechanisms according to needs.

A selection process will be launched early in 2020 to appoint the Commissioner and Directors to the Office of the Commissioner of Indigenous Languages (OCIL) in order to begin OCIL operations by October 1, 2020. There is a reputational risk that a commissioner will not be appointed in time. There is also a risk that a fulsome picture of the costs providing federal services in Indigenous languages has not been established, undermining Government’s ability to deliver on this provision of the Act.

The Department is continuing the implementation of Canada’s new Anti-Racism Strategy by establishing the new Anti-Racism Secretariat and delivering on other key components of the Strategy such as building a way forward engaging with and empowering communities, and

building awareness and changing attitudes. As this work advances, there is a risk that the Strategy may be perceived as not fully addressing communities' needs as it relates to issues of systemic racism and discrimination. Certain communities and organizations may still not be able to access new investments under the new initiatives due to their limited organizational and human resource capacity.

The Government is committed to combatting systemic discrimination in Canada. The Anti-Racism Secretariat within Canadian Heritage will be supported by existing inter-departmental committees and lead a whole-of-government approach in addressing racism and discrimination. The Secretariat will work with federal departments and agencies to identify and coordinate responsive initiatives, identify gaps, and assist in developing new initiatives while considering the impacts of new and existing policies, services and programs on racialized communities, religious minorities, and Indigenous Peoples.

Planned results for Diversity and inclusion

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canadians value diversity.	Percentage of Canadians who feel that ethnic and cultural diversity is a shared value. ¹¹	89	2021	85 ¹²	85	85
	Number of unique visitors to and downloads from the Multiculturalism Program's website ¹³	200,000	2021	n/a	n/a	164,817

¹¹ According to a scan conducted by the Department's Policy Research Group on May 28, 2019, the most recent direct measurement of this indicator was done by Statistics Canada during the 2013 Social Identity Cycle of the General Social Survey. The 2020 Social Identity Cycle will also collect data for this indicator over the next three years.

¹² General Social Survey-Social Identity results were last published in 2015 with 2013 data. Next Social identity cycle collection is in 2020 and data release is in 2021.

¹³ Please note that comparable numbers are unavailable for 2017-18 and 2016-17 due to a new measurement methodology and site migration from www.pch.gc.ca to www.canada.ca.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Reversal of the current downward trend in the use and fluency of Indigenous languages.	Percentage of First Nations people who can conduct a conversation in an Indigenous language that is not their mother tongue.	4% increase in the number of First Nations people who can conduct a conversation in an Indigenous language that is not their mother tongue	2021	23.1 (Census 2011)	26.7 ¹⁴ (Census 2016)	26.7 (Census 2016)
	Percentage of Métis people who can conduct a conversation in an Indigenous language that is not their mother tongue.	4% increase in the number of Métis people who can conduct a conversation in an Indigenous language that is not their mother tongue	2021	35.3 (Census 2011)	41.7 ¹⁵ (Census 2016)	41.7 (Census 2016)
	Percentage of Inuit speaking in an Inuit language	63.3	2021	63.3 (Census 2011)	64.3 (Census 2016)	64.3 (Census 2016)

¹⁴ In Census 2016, of all First Nations people (207,760) who reported being able to conduct a conversation in an Indigenous language, 26.7 percent (55,525 people) have learned it as a second language. These respondents have most likely learned English or French as their first language, and learned their Indigenous language later. In 2016, there was 25.8 percent (11,385 people) more second-language speakers than in 2011.

¹⁵ In Census 2016, of all Métis people (9,705) who reported being able to conduct a conversation in an Indigenous language, 41.7% (4,050 people) learned it as a second language. These respondents have most likely learned English or French as their first language, and learned their Indigenous language later. In 2016, there was 0.02% (75 people) more second-language speakers than in 2011.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
	Number of participants in language-learning activities. ¹⁶	20,000	March 2021	5,177	4,131	9,039 ¹⁷
Youth enhance their appreciation of the diversity and shared aspects of the Canadian experience.	Percentage of participants in the Exchanges Canada Program who report having a better understanding of what Canadians have in common.	80	February 2021	84	80	82 ¹⁸
	Percentage of participants in the Exchanges Canada Program who report having a greater appreciation of how diverse Canada is.	87	February 2021	85	87	87

¹⁶ The results reported here are from previous fiscal year, before Budget 2017 enhanced the Program's funding levels. Numbers vary significantly from year to year depending on the types of proposals received and funded (i.e.: books vs. classes).

¹⁷ The statistics provided are the most recent data available collected in the previous fiscal year. Results are based on 93 percent of Aboriginal Languages Initiative funding recipients.

¹⁸ The statistics provided are the most recent data available. Results from participant surveys are only made available the following fiscal year, thus the statistics provided in the table reflect the actual survey results from the year 2017-18.

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Individuals or groups have access to funding to initiate or participate in test cases pertaining to rights and freedoms covered by the Court Challenges Program.	Number of cases pertaining to Canadians' rights and freedoms funded by the Court Challenges Program.	No target ¹⁹	March 2021	Non-existing program	Non-existing program	30
Canadians value human rights.	Percentage of Canadians who feel that human rights are a shared value.	90	March 2021	n/a ²⁰	n/a	forthcoming ²¹
	Number of Canadians accessing the Government of Canada's website on human rights.	100,000	March 2021	148,280	428,066	390,429

Planned budgetary financial resources for Diversity and inclusion

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
131,234,805	131,234,805	150,528,741	153,484,179

¹⁹ Administered by an organization independent of the government.

²⁰ These indicators were developed and came into effect for the 2018-19 Departmental Results Framework; therefore there are no results for this indicator for previous years.

²¹ Actual results will be available in 2020 from Statistics Canada

Planned human resources for Diversity and inclusion

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
185.4	176.4	170.4

Financial, human resources and performance information for the Department of Canadian Heritage's program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Official languages

Description

Supports the promotion of Canada's two official languages in Canadian society as well as the development of official-language minority communities by collaborating with voluntary organizations and provincial and territorial governments. Fosters a coordinated approach to ensure participation from across the federal government in the implementation of the *Official Languages Act*, and the coordination of related horizontal initiatives.

Planning highlights

The Department contributes to Core Responsibility 5 through the Official Languages Program. This Program supports the promotion of both official languages in Canadian society, as well as the development of official-language minority communities, by collaborating with community organizations and provincial and territorial governments. It fosters a coordinated approach to ensure participation from all institutions of the federal government in the implementation of the *Official Languages Act*, and the coordination of whole-of-government initiatives on Official Languages. The Department also coordinates the implementation of the Action Plan for Official Languages 2018-2023: Investing in our future, a horizontal government strategy for official languages. For more details on Canadian Heritage programs, please consult the Supplementary information tables associated with this report, and the Canadian Heritage website.

The planned spending budget allocated to this core responsibility is \$449,167,574 and supported by a total of 156.7 planned full-time equivalents.

Canadians recognize and support Canada's official languages.

The Department will undertake the following initiatives in 2020-21 to achieve this departmental result by:

- Pursuing the modernization of the *Official Languages Act*;
- Pursuing the implementation of the Action Plan for Official Languages 2018-2023, a whole-of-government initiative that demonstrates the government's commitment to support and promote our two official languages, which are at the heart of Canadian identity and an essential platform for the inclusion of all Canadians;
- Cooperating with the province of Ontario regarding the Université de l'Ontario français;
- Officially launching "The Mauril" - a Canadian cultural program for learning French and English as second languages, which will be available online and free;
- Concluding negotiations of bilateral agreements on education with the provincial and territorial governments; and,
- Pursuing negotiations of bilateral agreements on minority-language services with some provincial governments and the three territorial governments.

Federal institutions develop and implement policies and programs in accordance with Section 41 of the *Official Languages Act*.

The Department will undertake the following initiatives in 2020-21 to achieve this departmental result by:

- Finalizing the third year of implementation of the 2018-21 Interdepartmental Strategy, which will put particular emphasis on leadership in Official Languages in the public service; and,
- Continuing to support and mentor public service leaders in Official Languages through a variety of mechanisms, to enable them to have more influence with their peers in the various federal institutions.

Gender-based analysis plus

In 2020-21, the Official Languages Branch will undertake its annual update of its generic gender-based analysis plus, which is the basis of its analysis for any specific policy or program development process. The generic gender-based analysis plus presents the analysis of differentiated data on various topics relevant to the area of Official Languages (for example, the demographics or socio-economic performance of official language communities, or the number of student enrollments in schools).

The Official Languages Branch will also follow up with federal partner institutions of the Action Plan for Official Languages 2018-2023, regarding their capacity to take into account gender-based analysis plus considerations in the implementation of all their initiatives.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Central to the 2030 Agenda is ensuring inclusive and resilient communities and the reduction of inequalities (SDG 10). Canadian Heritage advances these goals by supporting and promoting our two official languages, which are at the heart of Canadian identity and an essential platform for the inclusion of all Canadians. Among other initiatives, the Department promotes quality education (SDG 4) through the negotiation of bilateral agreements on education with the provincial and territorial governments, and is preparing to launch the on-line tool “The Mauril,” a program for learning French and English as second languages.

The Department fosters a coordinated approach to ensure participation from across the federal government in the implementation of the *Official Languages Act*, which supports the building of effective, accountable and inclusive institutions at all levels (SDG 17).

Experimentation

In 2020-21, as the Official Languages Branch focuses on the modernization of the *Official Languages Act*, it will continue to assess the experimentation projects that have been implemented over the past years to determine best practices and lessons learned.

Planned results for Official languages

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Canadians recognize and support Canada's official languages.	Percentage of Canadians who agree that Canada's two official languages (English/French) are an important part of what it means to be Canadian.	60	March 2021	70	70	60 ²²
	Number of Canadians who can conduct a conversation in their second official language.	6,200,000	March 2021	Not in use	6,216,070	6,216,070
	Maintenance of the 85% baseline of Official-Language Minority Communities who live within a 25 km radius of a cultural/artistic organization.	85	March 2021	89.8	89.8	89.8

²² The data comes from an online survey. Given the non-probabilistic nature of the sample (online panel), it is best not to compare the results of this online survey with the results of previous surveys using a probabilistic sample (telephone).

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
	Maintenance of the 85% baseline of Official-Language Minority Communities who live within a 25 km radius of a regional/local community development organization that offers services in the minority language.	85	March 2021	86	86	86
Federal institutions develop and implement policies and programs in accordance with Section 41 of the <i>Official Languages Act</i> .	Percentage of federal institutions that report concrete results in their annual review in support of Section 41 of the <i>Official Languages Act</i> .	80 ²³	March 2021	n/a	100	100

Planned budgetary financial resources for Official languages

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
449,167,574	449,167,574	450,774,850	452,629,085

²³ The methodology for this indicator has changed; the target for 2020-21 reflects the results expected under this new methodology.

Planned human resources for Official languages

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
156.7	156.7	156.7

Financial, human resources and performance information for the Department of Canadian Heritage’s program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Planning highlights

Management and oversight services

In line with the 2018 Roadmap from the Clerk of the Privy Council and after an extensive consultation process, Canadian Heritage designed its Data Strategy, which was completed in fall of 2019. In 2020, the Department will implement its Data Strategy in consultation with key corporate services, address data gaps and increase data availability and use. This will include the development of an implementation plan and the creation of a communications plan to inform our stakeholders of the premise and action items related to the Data Strategy.

Aligned with the Canadian Heritage Data Strategy, the Regional Diversity and Inclusion Portal was developed for policy and program analysts to access key data points. The next steps in 2020-21 for this project will be the deployment of the portal and creating more content as well as further engagements with other interested partners both internally and externally.

In 2020-21, the Department will undertake research and analysis to provide advice and guidance on integrating the Sustainable Development Goals into departmental business and to contribute greater understanding and awareness of the issue within the Department and among Canadians. A key project will be a review of the Canadian Heritage Departmental Results Framework. The Department will also continue to support Canada's 2030 Agenda National Strategy, led by Employment and Social Development Canada.

Human resources management services

The Human Resources and Workplace Management Branch will support Canadian Heritage's commitment with regard to new legislation, which includes acting as a key partner on the implementation of the new *Accessible Canada Act* and of the changes to the *Canada Labour Code*, which strengthen the existing framework for the prevention of harassment and violence in the work place. The Department is in the process of setting up a framework to implement the *Accessible Canada Act* internally, identifying areas of intervention, roles and responsibilities. It is in discussions on integration of an accessibility lens into new proposals, and developing a reporting process and consultation mechanisms with persons with disabilities on the reports submitted to the Accessibility Commissioner.

The Department will update human resources service delivery to implement the new People Management Policy Suite and the Executive Management Policy Suite, and related directives, which, as of April 1, 2020, will replace over 20 existing policy instruments.

It will also reinforce government-wide priorities of gender equality, diversity and inclusiveness by implementing an employment equity, diversity and inclusion strategy and action plan that focus on identifying barriers, implementing innovative approaches to staffing and recruitment, strengthening the governance, and building greater awareness.

The Department will implement the initiatives under Canadian Heritage's 2020-2023 Well-being Workplace Action Plan that contribute to creating a respectful and psychologically safe workplace.

It will continue to provide personalized support to employees affected by pay issues, and pursuing the pilot project with the Public Service Pay Centre, which focuses on solving individual employee pay issues rather than transaction-based issues.

Led by two Official Languages co-champions, Canadian Heritage has in place a 2018–21 Official Languages Strategy which takes into account horizontal issues affecting the entire Department and includes four strategic objectives that focus on the importance of engaging the Department as a whole and continuing to strive for excellence in our activities to meet the requirements of the *Official Languages Act*:

1. Leadership shared by all senior management at Canadian Heritage (willingness and actions);
2. Targeting awareness and training interventions and adapting them to Canadian Heritage's needs and areas of intervention (knowledge);
3. Consolidating, improving and systematizing official languages support mechanisms (plan); and

4. Using accountability and monitoring mechanisms to create a more coherent whole (check) year.

The Strategy, which is discussed at meetings of the Department’s various governance committees, promotes the concerted actions of all Canadian Heritage employees so that our individual efforts can drive our collective success.

Financial management services

The Financial Management Services will continue to use technology to enhance efficiencies and for efficient evidence-based decision making through the development of Business Intelligence BI financial reporting tools (dashboard and reporting). It will also encourage paperless processes through SAP Procure-to-Pay (P2P) to leverage automated approval processes for operations, management, grants and contributions.

Canadian Heritage has dedicated resources to the review of salary transactions and working in close collaboration with the Human Resources and Workplace Management branch in order to prevent as well as rectify employees pay issues to minimize the impacts of the issues caused by the Phoenix pay system.

It will continue the modernization of the delivery of grants and contributions, with an increased focus on the development of an online portal that will support increased efforts to provide better access to Canadians, while also improving data collection and performance reporting through the implementation of a grants and contributions data model and simplified application forms.

Transfer payment programs are expected to adhere to a standardized template for application guidelines. Common language in respect to diversity and inclusion is a required element for all programs to include in their guidelines. The following wording is used:

It is expected that all activities undertaken as part of funded projects will take into consideration the needs of diverse Canadians, including but not limited to Indigenous Peoples, Canadians of various faiths, cultures, ethnicities, abilities, sexual orientations and gender identities.

Information management and information technology services

The Chief Information Officer Branch will continue to enhance efficiencies through technology, support and enhance decision-making, and improve services for Canadians. The Branch will continue to focus on key initiatives such as: modernization of grants and contributions delivery; enhancing and leveraging data analytics across the department; project management, supporting the implementation of the Government Digital and Data Strategy, and continuing to increase the number of open datasets and information available online for a more open and transparent Government. The Department is committed to applying the guiding principles and best practices of the Government of Canada’s Digital Standards in information management and information

technology service design and delivery, project management, data management, and cyber security.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
80,924,496	80,924,496	78,790,037	76,713,934

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
704.3	703.3	703.3

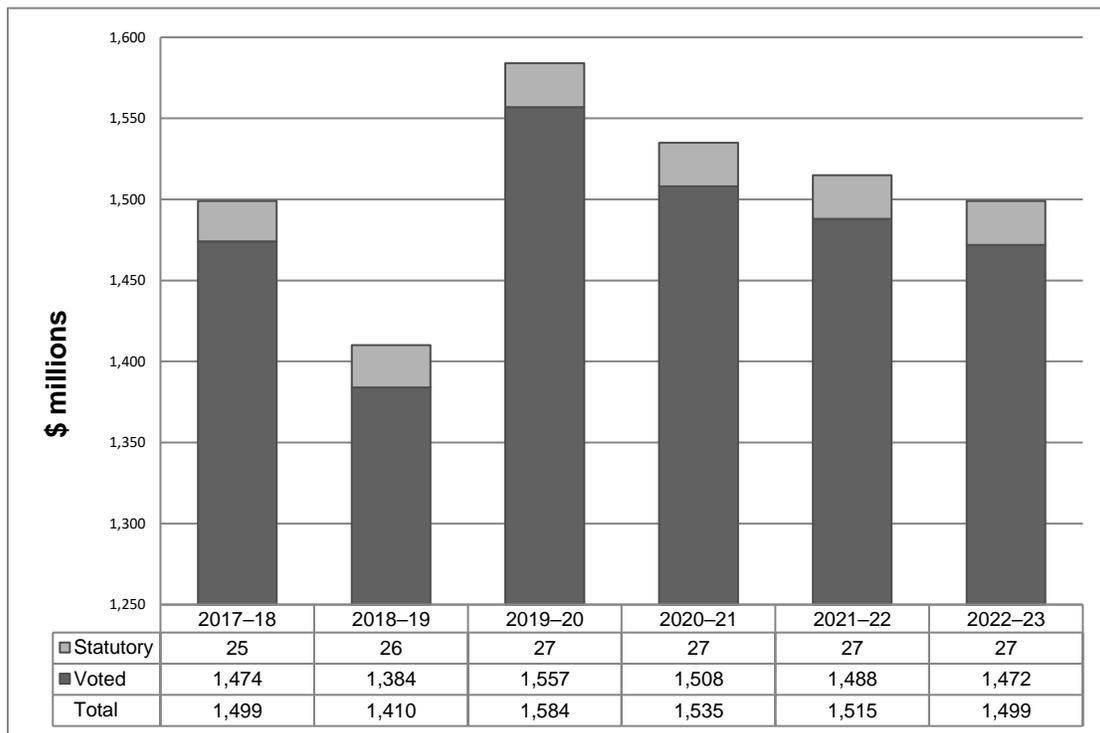
Spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.



The significant decrease in spending for 2018-19 is mainly due to funding related to initiatives celebrating the 150th anniversary of Confederation, as well as the celebrations of the 375th anniversary of Montréal, which came to an end in 2018-19.

The increase observed in 2019-20 is a result of substantial new funding received by the department. This additional funding supports the Enhancement of Official Languages Program and Minority-Language Education in Canada through initiatives that improve access to second languages and promote bilingualism in Canada, and enhance support for minority-language education in Canada. Further, the funding enables new projects in the Indigenous Languages and Cultures Program, which help preserve, promote and revitalize Indigenous languages. New funding also supports artists and cultural events in order to foster a more cohesive Canadian identity. Funding was also received to allow the Sport Program to successfully launch new initiatives for social development in Indigenous communities, Gender equality and Ensuring a

Safe and Healthy Sport System. Moreover, the new temporary funding to strengthen Multiculturalism and the Anti-Racism Strategy also contributes to this increase in funding.

For future years, the planned spending mainly decreases as a result of funding for the Canada Media Fund which is not reflected in future years' authorities as funding is accessed on a yearly basis and the sunset of time-limited funding such as the support for Artists, Cultural Events and Commemoration. These reductions are partially offset by ongoing funding received to preserve, promote and revitalize Indigenous languages.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Canadian Heritage's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
CR1 - Creativity, arts and culture	512,166,821	486,408,233	546,127,426	513,243,111	513,243,111	495,806,545	493,958,901
CR2 - Heritage and celebration	236,909,609	120,649,174	123,183,888	111,012,915	111,012,915	93,599,096	93,059,331
CR3 - Sport	219,441,888	228,061,688	247,548,074	249,554,510	249,554,510	245,610,649	230,139,399
CR4 - Diversity and inclusion	81,372,443	96,275,855	133,944,329	131,234,805	131,234,805	150,528,741	153,484,179
CR5 - Official languages	364,304,521	392,962,335	451,061,067	449,167,574	449,167,574	450,774,850	452,629,085
Subtotal	1,414,195,282	1,324,357,285	1,501,864,784	1,454,212,915	1,454,212,915	1,436,319,881	1,423,270,895
Internal services	84,871,350	85,206,936	82,428,490	80,924,496	80,924,496	78,790,037	76,713,934
Total	1,499,066,633	1,409,564,221	1,584,293,274	1,535,137,411	1,535,137,411	1,515,109,918	1,499,984,829

Creativity, arts and culture: The decrease in spending in 2018-19 is due to the time-limited investment for the social infrastructure projects under the Canada Cultural Spaces Fund in 2016-17 and 2017-18. Starting in 2018-19, funding decreased and stabilized with the Budget 2017 new ten-year investments to strengthen cultural infrastructure. Additional funding was received in 2017-18 to promote Canadian artists and cultural industries abroad as well as a five-year investment, starting in 2018-19, to support Canada's Creative Export Strategy, which aims to foster the export of Canadian creative works. The peak in 2019-20 forecast spending is

also explained by time-limited funding received to support the production of original civic journalism for underserved communities, to enhance the production and distribution of accessible digital books by Canadian independent book publishers; to expand support for artists through the Canada Music Fund and Canada Arts Presentation Fund. The Harbourfront Centre received funding in 2019-20 for priority infrastructure projects to modernize broadcasting and recreation facilities. Budget 2018 confirmed funding to the Canada Media Fund to compensate for the decline in funds from Canada's Broadcasting Distribution Undertakings. This is reflected in 2018-19 actuals and 2019-20 forecast spending but not yet in future years' authorities as the amount is confirmed on a yearly basis.

Heritage and celebration: The reduction observed in the 2018-19 actual spending portrayed in this core responsibility is mainly attributable to the sunsetting in 2017-18 of Canada's 150th anniversary of Confederation initiative as well as the celebration of Montreal's 375th anniversary. This decrease is partially offset by an increase by the one time funding in 2018-19 for the Vancouver Foundation to improve access to the justice system in Canada as well as the Centre of Excellence to create a permanent research body to promote shared understanding of the Canadian federal community. New funding was received in 2019-20 and 2020-21 to support artists, cultural events and commemorations initiatives, such as the commemorations linked to residential schools. The increase in 2020-21 planned spending is offset by the sunsetting of funds for the Digital Democracy Project and the Youth Employment Strategy.

Sport: The increase observed in the 2018-19 actual spending is due to the one-year funding towards the support for the bid to the Calgary Corporation to host the 2026 Olympic and Paralympic Winter games. The increase observed in the 2019-20 forecast spending and 2020-21 Planned Spending is due to the following items: temporary support for the Fédération Internationale de Football Association (FIFA) in preparation for the Men's World Cup in 2026, new funding for Sport for Social Development in Indigenous Communities, increase in funding for Gender Equality in Sport (sunsetting in 2021-22) and new time-limited funding towards Ensuring a Safe and Healthy Sport System.

Diversity and inclusion: The increase observed in the 2018-19 actual spending is mainly due to funding for the Aboriginal Languages Initiative to support the preservation and revitalization of Indigenous languages (ending in 2019-20). Canadian Heritage also invested in the co-development of the *Indigenous Languages Act*, which received Royal Assent in June 2019. Additionally, time-limited funding to strengthen Multiculturalism to address racism and discrimination explains the increase in 2018-19 actual spending as well as 2019-20 forecast spending. Other time-limited funding was sought to address racism and discrimination, more specifically to provide funding for projects to build capacity in Black Canadian communities (ending in 2020-21) and to support the creation of an Anti-Racism Secretariat (ending in 2021-22). The observed increase in the 2021-22 and 2022-23 planned spending is due to the

five-year funding received to preserve, promote and revitalize Indigenous languages and the implementation of the proposed *Indigenous Languages Act*.

Official languages: The increase in spending for 2018-19 and future years is due to the implementation of the Action Plan for Official Languages from 2018 to 2023. This funding will help strengthen official language minority communities, improve access to services in both official languages, and promote a bilingual Canada. Also contributing to the increase is the ten-year investment to support educational infrastructure projects for official language minority communities in the provinces and territories (Budget 2017) and the four-year funding to enhance support for minority-language education in Canada.

Internal Services: The increase in spending displayed in 2017-18 and reaching its peak in 2018-19 is mainly due to investments in departmental transformation efforts to modernize departmental processes.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Canadian Heritage’s departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
CR1 - Creativity, arts and culture	388.2	426.7	420.4	430.3	428.1	428.1
CR2 - Heritage and celebration	414.1	346.7	320.6	326.5	326.5	326.5
CR3 - Sport	93.9	104.8	103.5	103.5	103.5	103.5
CR4 - Diversity and inclusion	124.8	140.3	149.3	185.4	176.4	170.4
CR5 - Official languages	143.9	151.4	154.9	156.7	156.7	156.7
Subtotal	1,164.9	1,169.9	1,148.7	1,202.4	1,191.2	1,185.2
Internal services	655.3	693.0	673.3	704.3	703.3	703.3
Total	1,820.2	1,862.9	1,822.0	1,906.7	1,894.5	1,888.5

Creativity, arts and culture: A large portion of the increase in 2018-19 actual FTEs is explained by a five-year investment to support Canada’s Creative Export Strategy, which is also reflected in future years’ planned FTEs, and the *Broadcasting Act* review, which required additional support. The increase in planned FTEs observed in future years is mainly due to Protecting Canada’s Democracy initiative for which funding will sunset in 2022-23.

Heritage and celebration: The large decrease observed in the 2018-19 actual FTEs is mainly attributable to the National Celebrations, Commemorations and Symbols Program, particularly due to Canada’s 150th anniversary of Confederation initiative, coming to an end.

Sport: The increase starting in 2018-19 FTEs and then stabilizing in subsequent years is due to the program’s need to ensure enough support is available to carry out its mandate while providing the appropriate level of resources for some of the new initiatives mentioned previously in the budgetary planning summary.

Diversity and inclusion: A significant portion of the FTE increase observed in the 2017-18 and 2018-19 actuals and 2019-20 planned FTEs is due to the Indigenous Languages and Cultures Program whose temporary funding for the Aboriginal Languages Initiative to support the revitalization of Indigenous languages and cultures, spans three years starting in 2017-18. Further, new time-limited funding to support the creation of a new Anti-Racism Strategy with a related Anti-Racism Secretariat (ending in 2021-22) and new ongoing funding to Preserve, Promote and Revitalize Indigenous languages, both announced in Budget 2019, explain the increase for future years.

Official languages: FTEs are at a similar level from year to year. The slight increase starting in 2018-19 is attributable to the new funding received for the Action Plan for Official Languages from 2018 to 2023.

Internal services: The increase displayed since 2017-18 and reaching its peak in 2018-19 and then decreasing in 2019-20 is mainly due to investments in departmental transformation efforts to modernize departmental processes. The FTE count increases and stabilizes in subsequent years to ensure proper support is available to carry out the Departmental mandate.

Estimates by vote

Information on the Department of Canadian Heritage's organizational appropriations is available in the [2020–21 Main Estimates](#).^v

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Department of Canadian Heritage's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Department of Canadian Heritage's website](#).

Condensed future-oriented statement of operations for the year ending
March 31, 2021 (thousands of dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	1,615,511	1,571,311	(44,200)
Total revenues	8,937	8,091	(846)
Net cost of operations before government funding and transfers	1,606,574	1,563,220	(43,354)

The increase in forecast results in 2019-20 compared to planned results in 2020-21 is largely due to new funding in Creativity, Arts and Culture for the Canada Media Fund to compensate for the decline in funds from Canada's Broadcasting Distribution Undertakings, and for the Harbourfront Centre for priority infrastructure projects to modernize broadcasting and recreation facilities. One-time funding in Heritage and Celebration to support artists and cultural events, the National Day for Truth and Reconciliation and the 50th anniversary of the decriminalization of homosexuality in Canada also contribute to the increase.

Corporate information

Organizational profile

Appropriate minister(s):

- The Honourable Steven Guilbeault, P.C., M.P.,
Minister of Canadian Heritage
- The Honourable Bardish Chagger, P.C., M.P.,
Minister of Diversity and Inclusion and Youth
- The Honourable Mélanie Joly, P.C., M.P.,
Minister of Economic Development and Official Languages

Institutional head:

- Hélène Laurendeau

Ministerial portfolio:

- Department of Canadian Heritage

Enabling instrument(s):

- *Department of Canadian Heritage Act*^{vi}

Year of incorporation / commencement:

- The Department of Canadian Heritage was created in June 1993. However, the *Department of Canadian Heritage Act* received Royal Assent in June 1995.

Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on the [Department of Canadian Heritage's website](#).^{vii}

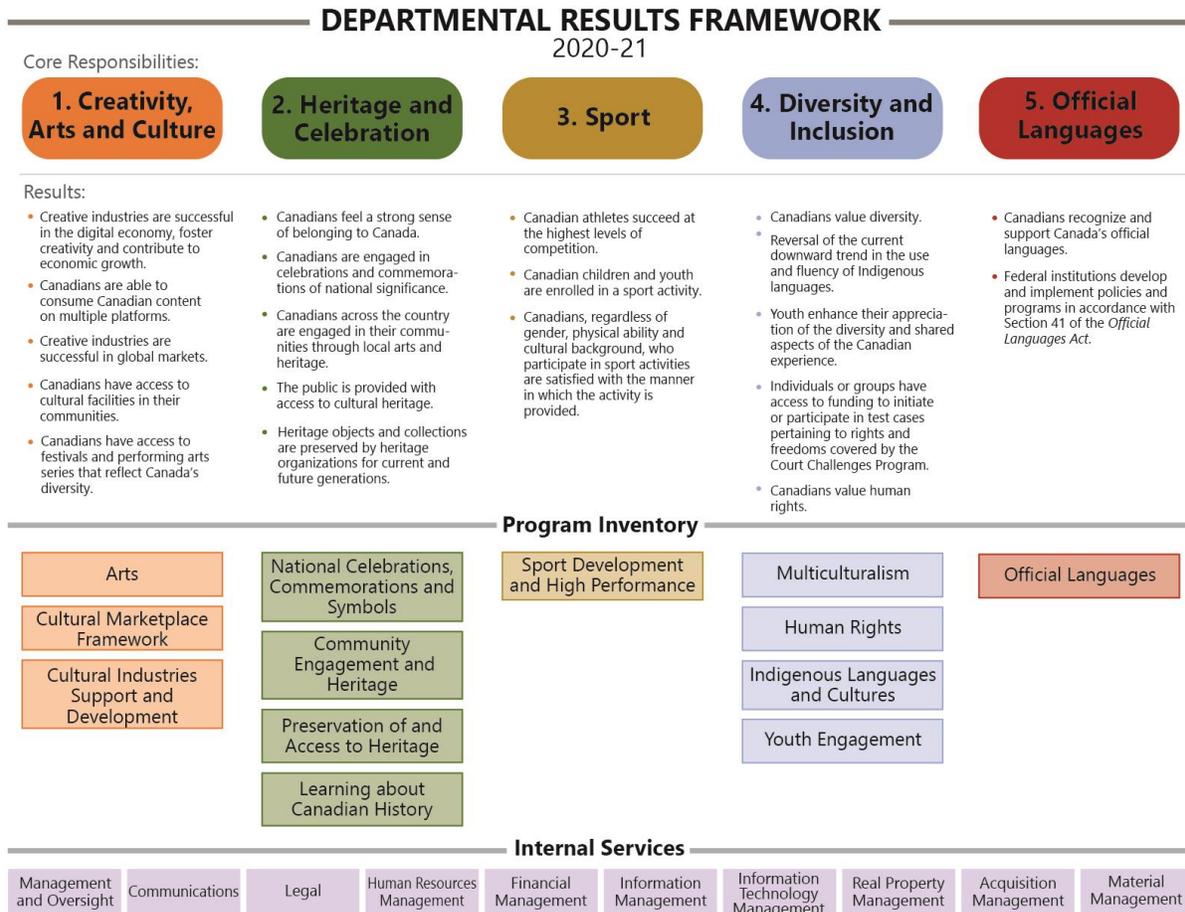
For more information on the department's organizational mandate letter commitments, see the “[Ministers' mandate letters](#).”ⁱ

Operating context

Information on the operating context is available on the Department of Canadian Heritage's website.

Reporting framework

The Department of Canadian Heritage’s approved departmental results framework and program inventory for 2020–21 are as follows.



Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Department of Canadian Heritage’s program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Supplementary information tables

The following supplementary information tables are available on the Department of Canadian Heritage’s website:

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

Federal tax expenditures

Canadian Heritage’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{viii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Mailing address

Canadian Heritage
15 Eddy Street
Gatineau, Quebec
K1A 0M5
Canada

Telephone: 819-997-0055

Toll-free*: 1-866-811-0055

TTY (Toll-free):** 1-866-997-3123

Email: PCH.info-info.PCH@canada.ca

Website: www.canada.ca/en/canadian-heritage.html

* Call toll-free from all regions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Time).

** The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and

improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i Mandate letters, <https://pm.gc.ca/en/mandate-letters>
- ii United Nations 2030 Agenda for Sustainable Development, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv UN Declaration on the Rights of Indigenous Peoples (UNDRIP), https://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf
- v. 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vi *Department of Canadian Heritage Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-17.3/>
- vii Raison d’être, mandate and role, <https://www.canada.ca/en/canadian-heritage/corporate/mandate.html>
- viii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>