



Canadian
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2021–22

Departmental Results Report

Canadian Heritage

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Minister of Canadian Heritage

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Minister of Official Languages and Minister responsible for
the Atlantic Canada Opportunities Agency

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Economic Development Agency of Canada for
the Regions of Quebec



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Table of contents

Message from the ministers	1
Results at a glance	5
Results: what we achieved	9
Core responsibilities.....	9
Core responsibility 1: Creativity, arts and culture	9
Core responsibility 2: Heritage and celebration	24
Core responsibility 3: Sport.....	36
Core responsibility 4: Diversity and inclusion	45
Core responsibility 5: Official languages	61
Internal services.....	67
Spending and human resources.....	73
Spending.....	73
Human resources	78
Expenditures by vote	80
Government of Canada spending and activities.....	80
Financial statements and financial statements highlights.....	80
Financial statements.....	80
Financial statement highlights.....	80
Corporate information.....	84
Organizational profile	84
Raison d’être, mandate and role: who we are and what we do	84
Operating context	84
Reporting framework	85
Supporting information on the program inventory.....	85
Supplementary information tables.....	86
Federal tax expenditures	86
Organizational contact information	86
Appendix: definitions	87
Endnotes.....	91

Message from the ministers



As ministers, we are pleased to present the Departmental Results Report 2021–22 for the Department of Canadian Heritage.

Over the past year, equity, diversity and inclusion have been at the heart of Canadian Heritage’s accomplishments. The Department centered its actions, policies and programs around these three core values. Our efforts were guided by a growing awareness of systemic racism and the deep desire for change and reconciliation that co-exist in Canadian society.

In 2021–22, the Department supported arts and culture through its regular programs and provided assistance to support COVID-19 pandemic recovery and re-opening, with unprecedented investments of \$1.93 billion. The Department also ramped up efforts to develop a modern legislative framework for online broadcasting, online news and online security that is responsive to current and future realities. Finally, one of last year’s key projects was Canada’s participation as guest of honour in the Frankfurt Book Fair, an international opportunity to showcase Canadian cultural offerings.

Throughout the year, the pandemic continued to be an obstacle to celebrating and commemorating Canadian heritage. Despite this, in accordance with public health measures, the Department was able to support several Celebrate Canada events, local anniversaries and festivals and the inauguration ceremony for the first Indigenous Governor General of Canada. The Department also provided emergency support to museums and heritage organizations to mitigate the effects of the pandemic.

The sport community also demonstrated resilience in the face of the pandemic, which interrupted years of training and competition. Canadian Heritage worked to restore existing programs and services while supporting the community for the Tokyo Olympic and Paralympic Games in the summer of 2021, the 2022 Beijing Winter Games, as well as helping to prepare for the Commonwealth Games and the Canada Summer Games in 2022. Significant work was also underway to improve safety in sport and make physical activity a positive experience for all. The establishment of the Office of the Sport Integrity Commissioner was instrumental in leading efforts to prevent and respond to abuse in sport. In addition, our commitment to increasing equity, diversity and inclusion has led to several initiatives that engage equity-deserving groups, encourage the participation of youth and underrepresented groups and help make sport more welcoming, safe and free of any form of discrimination.

Diversity and inclusion are important to every aspect of our society. Canada’s Anti-Racism Strategy and the new Anti-Racism Action Program have guided our efforts to reduce barriers to social participation for Indigenous, racialized and religious minority groups. Many of our achievements as well as our work to support human rights are highlighted in this report. The Department also continued to work with First Nations, Inuit and Métis peoples to implement the *Indigenous Languages Act* and notably, to appoint the first Commissioner and Directors of Indigenous Languages. We continued to support youth programs and the activities of the Prime Minister’s Youth Council.

It was also a busy year for the programs that support official languages, as this report demonstrates. The introduction of a bill to modernize the *Official Languages Act*, the implementation of the Action Plan for Official Languages 2018–2023, and the preparation of pan-Canadian consultations for the next action plan were front and centre. Canadian Heritage supported both official languages across the country and the vitality of English and French minority communities by investing in the infrastructure that these communities rely on, particularly post-secondary institutions. Finally, we ensured that these communities had access to emergency assistance to deal with the impacts of the pandemic.

Canadian Heritage has capitalized on all its resources to work efficiently and safely during the pandemic, while building even more equitable, representative and inclusive workplaces. We invite you to read this report to find out more about Canadian Heritage’s achievements in 2021–22.

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Results at a glance

From April 1, 2021, to March 31, 2022, the 2021–22 fiscal year, Canadian Heritage’s total actual spending amounted to \$2,006,534,179 and its total actual full-time equivalents were 1,991.6.

To promote the recovery from the pandemic for the arts, culture, heritage and sport sectors, Budget 2021 allocated a total of \$1.9 billion in new supports over 5 years from 2021–22 to 2025–26, to Canadian Heritage and Portfolio organizations for numerous initiatives, including:

- A \$300 million Recovery Fund for Arts, Culture, Heritage and Sport sectors to be disbursed over two years starting in 2021–22;
- A \$200 million Reopening Fund over two years, starting in 2021–22, to support local festivals, community cultural events, outdoor theatre performances, heritage celebrations, local museums, amateur sport events, and more;
- Recovery and Reopening Funds involving 16 Canadian Heritage funding programs and 2 Portfolio organizations (Canada Council for the Arts and Telefilm Canada), along with third-party delivery partners such as the Canada Media Fund;
- \$15 million in 2021–22 for the Canada Cultural Spaces Fund;
- \$49.6 million over three years, starting in 2021–22, for the Building Communities Through Arts and Heritage Program (\$14 million over two years, starting in 2022–23), the Canada Arts Presentation Fund (\$16 million over two years, starting in 2022–23), and the Celebration and Commemoration Program (\$19.6 million over three years, starting in 2021–22);
- Funding for the Museums Assistance Program to support the digitization of information and collections by non-national museums and heritage institutions;
- \$39.3 million over two years, starting in 2021–22, to support the Canadian book industry, and \$32.1 million over two years starting in 2022-23; and
- \$70 million over three years, starting in 2021–22, for the Canada Music Fund.

The Department implemented several concrete measures to address the issue of the use of digital platforms in 2021-22. In the spring of 2021, Canadian Heritage engaged in consultations with numerous partners on the issue of fair revenue sharing between digital platforms and news media. In addition, the Online Streaming Act (Bill C-11) was introduced in Parliament on February 2, 2022. The Bill would require online streaming companies to pay their fair share in supporting Canadian artists, just like traditional broadcasters. The Department also released What We Heard Report on the Government’s approach to address online harms; the consultation was an important step towards creating a safer and more inclusive online environment so all Canadians can express themselves without being subject to hateful or threatening attacks.

In 2021–22, Canadian Heritage saw an intensification of initiatives focusing on centering equity, diversity and inclusion throughout the Department’s policies and programs. The

Department has undertaken several external- and internal-facing initiatives to address inequities and systemic racism in Canadian society, including within the federal public service. While much more work remains to be done in this area, a more widespread commitment to these critical issues has been noted across the Department's many programs, signalling an awareness and desire for change that also echo the social justice movements in Canada and around the world. Notable departmental initiatives include strengthening capacity and further integrating Gender-based Analysis Plus; the launch of two governance committees (the Diversity, Accessibility and Inclusion Oversight Committee and the Reconciliation and Indigenous Relations Committee) chaired by the Deputy Ministers; the launch of the Department's Equity, Diversity and Inclusion Review, a two-year project which aims to improve equitable access to programs for equity-deserving groups; the launch of the Canadian Heritage Employment Equity, Diversity and Inclusion Strategy 2021–24; the development of a Book of Systemic Racism designed by the Committee for Racialized Communities, one of the Department's employment equity committees, to use storytelling to clearly name and describe systemic racism in the Department as a tailored approach to promote inclusion, diversity, equity, and accessibility in the workplace; and ongoing work of departmental programming and policy development aimed at areas such as multiculturalism, anti-racism, Indigenous languages, official languages, and youth.

The Department also advanced significant actions to ensure the inclusion of persons with disabilities in a more deliberate, transparent and accountable fashion. The Accessibility Office held consultations and collaborated closely with colleagues across the Department, including those with disabilities, to proactively identify barriers and design solutions under each of the following priority areas: improving recruitment, retention and promotion of persons with disabilities; enhancing the accessibility of the built environment; making information and communications technology usable by all; equipping public servants to design and deliver accessible programs and services; and building an accessibility-confident public service. These activities underlined that the focus in disability inclusion needs to shift from the inability of an individual to engage with their environment to the inability of environments to be inclusive of all abilities.

In response to the Government of Canada's commitment to reconciliation, Canadian Heritage has been advancing reconciliation and Indigenous matters across the Department. On September 30, 2021, the Department supported events commemorating the first ever National Day for Truth and Reconciliation. In the fall of 2021, Canadian Heritage reached an important milestone with the creation of the Reconciliation, Treaties and Engagement Branch. The Reconciliation Strategic Framework was launched in 2021 and the Department continues its implementation of the Framework. Canadian Heritage and Portfolio organizations continue their work to respond to the Truth and Reconciliation Calls to Action, collaborate with Crown-Indigenous Relations and Northern Affairs Canada on the federal strategy for responding to the National Inquiry into Missing and Murdered Indigenous Women and Girls and continues its work on addressing the Calls for Justice while working towards the National Action Progress

Report and the Federal Pathway Annual Progress Report. With the aim of bringing to the forefront the realities of the Indigenous peoples, employees within Canadian Heritage have been sensitized through outreach, awareness and initiatives put forth by the Department while continuing to actively engage and develop its relationships with its Indigenous partners. The Department is committed to advancing Reconciliation by ensuring it remains a key priority as part of its governance, and ensuring it is reflected in the delivery of its programs, services and initiatives.

Gender-based Analysis Plus

Canadian Heritage undertook several complementary and intersecting initiatives in 2021–22 to further integrate Gender-based Analysis Plus (GBA Plus) into the Department’s activities. This included the creation of tools to provide better data disaggregation for departmental needs, piloting frameworks (e.g., Anti-Racism Framework) to advance systems change and strengthen institutional capacity to remove systemic barriers, as well as a guide for evaluators to better integrate questions and indicators in the assessment of programs’ progress in meeting commitments to equity-deserving groups and addressing complex questions related to diversity and inclusion.

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

Canada’s commitment to the 2030 Agenda was reaffirmed in February 2021 in [Moving Forward Together: Canada’s 2030 Agenda National Strategy](#)ⁱⁱ. As a supporting department on the key principle to leave no one behind, and a key contributing department on several of the 17 Sustainable Development Goals (SDGs), Canadian Heritage contributed to advancing Canada’s commitments to the 2030 Agenda. In 2021–22, the Department directly and indirectly contributed to advancing fundamental principles for the following SDGs: Good health and well-being (SDG 3); Quality education (SDG 4); Gender equality (SDG 5); Decent work and economic growth (SDG 8); Industry, Innovation and Infrastructure (SDG 9); Reduced inequalities (SDG 10); Sustainable cities and communities (SDG 11); Peace, justice and strong institutions (SDG 16); and Partnerships for the goals (SDG 17).

Key risks

In 2021–22, Canadian Heritage undertook initiatives where potential risks were identified—in particular, those related to impacts of the ongoing COVID-19 pandemic on its programming. The Department implemented measures to mitigate the impacts of these risks on its results. Programs continued to pivot to prioritize activities that are in direct support of its sectors and stakeholders. The Department also worked closely with its delivery partners and clients to implement flexibilities to support targeted needs and provide stability; to quickly adapt to any eventuality to ensure a smooth transition to recovery and reopening programs that were severely affected by the pandemic; and to broaden or increase flexibility for funding recipients.

For more information on Canadian Heritage’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core responsibilities

Core responsibility 1: 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.

Results

The Department advances Core responsibility 1 through several programs: Arts; Cultural Industries Support and Development; and Cultural Marketplace Framework. The Department 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. Canadian Heritage also 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. The Department supports marketplace conditions for a strong, innovative, competitive and equitable cultural sector through policy development and advice to ensure a responsive legislative and policy framework. This includes advice on horizontal fields like the discoverability of Canada's creative industries internationally to help creators reach their export potential, and matters related to the digital environment, including advice on content providers in the digital age and disinformation.

The actual spending budget allocated to this core responsibility was \$786,146,182 and was supported by a total of 430.2 actual full-time equivalents.

Since March 2020, Canadians' access to arts and culture events and facilities has been severely limited due to closures, cancellations and postponements necessitated by public health measures. Some of the hardest-hit sectors are those that have traditionally relied on bringing people together in-person, such as the performing arts sector.

The Department continued to support the arts and culture sectors throughout 2021–22 based on stakeholder needs and in a way that complemented universal measures and other measures put in place by other government entities. In addition to a variety of engagement approaches through roundtables, surveys, and issue-specific consultations, the federal, provincial and territorial ministers responsible for culture and heritage continued their collaboration through the COVID-19 Forum of Officials to identify

opportunities to share information. Canadian Heritage co-chaired the Forum, which met regularly throughout 2021–22, and co-led an initiative to share regular updates on federal, provincial and territorial interventions used to offset the pandemic’s negative impact on the culture sector. The Department used the Forum to identify where support was needed most and where gaps in support existed, informing both the design and delivery of recovery and reopening programs.

In 2021–22, the Department provided funding to offer critical targeted support and to help with the recovery and the reopening of organizations, events and facilities in these sectors that were severely affected by the pandemic. The \$300 million Recovery Fund provided additional relief to organizations still struggling with operational viability due to the pandemic and supported organizations in building organizational resilience and pursuing business innovation and transformation. For instance, through the portion of the Recovery Fund delivered by the Cultural Affairs sector at Canadian Heritage, the Fund helped:

- Assist free, digital and small-circulation magazines and weekly newspapers through the Special Measures for Journalism component and allow a top-up for all eligible periodicals under the Aid to Publishers component of the Canada Periodical Fund.
- Facilitate the hiring of more journalists in underserved communities through the Local Journalism Initiative.
- Support the recovery of third-language community productions through the Canada Media Fund.
- Support production of local news and local programming by independent broadcasters, distributed by partners.
- Support not-for-profit organizations in the arts presentation sector that own or operate presentation venues experiencing viability and business continuity challenges through the Canada Arts Presentation Fund.
- Support the business continuity of not-for-profit professional arts training organizations through the Canada Arts Training Fund.
- Support safe reopening of cultural spaces through the Canada Cultural Spaces Fund.
- Increase promotion and access to Canadian books and support publishers in underserved communities through the Canada Book Fund.
- Increase support for partnerships initiatives in the arts and heritage sectors through the Strategic Initiatives component of the Canada Cultural Investment Fund.
- Undertake urgent capital improvements and repairs to the Harbourfront Centre through the Harbourfront Centre Funding Program.
- Provide additional support to export-ready Canadian creative businesses and organizations via the Creative Export Strategy’s Creative Export Canada Program to export-ready Canadian creative businesses and organizations through training and mentorship opportunities.

In addition, the \$200 million Reopening Fund provided support to organizations and projects that deliver in-person experiences and events that draw visitors to our

communities. For instance, through the portion of the Fund delivered by the Cultural Affairs sector at Canadian Heritage, the Reopening Fund helped:

- Support not-for-profit organizations in the professional arts presentation sector to encourage the return of audiences to the live performing arts through the Canada Arts Presentation Fund.
- Support music festivals not funded through other departmental programs via the Canada Music Fund.

These program components continued to provide support to organizations that needed it throughout 2021–22 and funding will continue to be disbursed in 2022–23.

In February 2022, the Department announced special targeted measures to offset significant challenges related to audience readiness to return and the lack of income-generating opportunities in the performing arts sector. In response to enduring limited employment in the sector, the [Canada Performing Arts Workers Resilience Fund](#)ⁱⁱⁱ (\$60 million in 2022–23) was launched with the objective to retain skilled independent and self-employed workers in the live performance sector by investing in sector-led and delivered initiatives which improve their economic, career, and personal circumstances. The Department worked closely with stakeholders to implement flexibilities to support targeted needs and provide stability.

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

Beginning in April 2021, Canadian Heritage initiated a phased approach to stakeholder engagement on the issue of fair revenue sharing between digital platforms and news media. Phase one was a targeted engagement with a broad group of stakeholders. Phase two consisted of publishing a discussion document and seeking feedback from stakeholders, which culminated in a [What We Heard Report](#)^{iv} consisting of key policy considerations regarding fair revenue sharing between digital platforms and news media and other additional comments. The third phase consisted of roundtables with Indigenous publishers in January 2022.

Canadian Heritage developed a legislative proposal to require digital platforms that generate revenues from the publication of news content to share a portion of their revenues with Canadian news outlets to level the playing field between global platforms and Canadian outlets.

A departmental working group was formed with Innovation, Science and Economic Development Canada in March 2022 to work on resale rights for artists and to create an engagement plan to consult stakeholders on this issue. Canadian Heritage also reviewed stakeholders' submissions from the recent three public consultations (on measures to accompany the Canada-United States-Mexico commitment to extend the general term of copyright protection; on a Modern Copyright Framework for Online Intermediaries; and on a Modern Copyright Framework for Artificial Intelligence and the Internet of Things).

In 2021–22, the Canada Periodical Fund implemented a new subcomponent for digital-only periodicals, under the program’s Aid to Publishers component. This enabled qualified publishers who distribute digital-only content to receive funding. It also supported readers who continue to consume content in a digital format. Through this subcomponent, the Department funded 14 digital-only community newspapers and 65 digital-only magazines in Canada in 2021–22.

Furthermore, in 2021–22, the Canada Periodical Fund allowed a broader range of periodicals to apply to its Business Innovation component and subsequently, funded 124 projects through this component (110 projects through the regular Business Innovation stream as well as 14 community newspapers). Twenty-six projects for French-only periodicals received funding from the component, while the remaining projects were for periodicals in languages including English, Arabic, Farsi, Hindi, Urdu, Punjabi, Dari, Serbian, Chinese, and Inuktitut. Among all the Business Innovation-supported projects, 10 projects involved the production of podcasts and 7 were exclusively start-up projects.

Moreover, leveraging its Collective Initiatives component, the Canada Periodical Fund provided funding support to 10 projects. The funded projects undertook activities such as the development of a communications strategy, the delivery of a mentorship program for racialized communities and next generation magazine professionals, the creation of an internship program, *Semaine de la presse et des médias*, and the showcase of a variety of award-winning articles.

The Department delivered the Special Measures for Journalism component of the Canada Periodical Fund to provide an additional \$23.4 million to 764 recipients in 2021–22. The Department also provided additional top-up funding to 571 recipients of the Aid to Publishers component for a total of \$10 million, supporting 754 periodicals.

Building on the momentum of the first year of modernization, the Canada Music Fund further expanded the annual comprehensive envelope to include a wider range of entrepreneurs to support their investments in building audiences for their artists’ songs and live performances, at home and abroad. Funded Canadian artists and music entrepreneurs were provided with greater support to help with the rising costs of marketing and promotion of Canadian music.

The Canada Music Fund administered an additional \$65 million in emergency support in 2021–22. The \$15 million announced in the 2020 Fall Economic Statement was allocated to 200 organizations to stimulate the employment of Canadian artists, technicians and other supporting workers and service providers by supporting in-person and virtual live music events (concerts, tours and showcases) featuring Canadian artists. Eighty-five percent of funded organizations, having submitted their completion reports as of summer 2022, reported having employed 18,287 artists and cultural workers and delivered 1,666 live music events to an in-person or virtual audience. The remaining \$50 million, announced in Budget 2021, aimed to help Canada’s live music sector weather the pandemic and provide funding stability for Canadian artists. Funded organizations

reported that they collectively increased the number of full-time, part-time and/or contractual employees in 2021-22. As of March 31, 2022, nearly all (99%) of organizations funded through this emergency funding remained in business. This additional funding also resulted in 65 venues having improved infrastructure for health and safety and 4,714 live events being delivered to an in-person audience.

Canadians are able to consume Canadian content on multiple platforms

On February 2, 2022, the Government reintroduced legislation to reform the *Broadcasting Act*. The *Online Streaming Act* (Bill C-11) will help ensure that all participants in the Canadian broadcasting sector contribute in an equitable manner, supporting Canada's creators and producers.

In 2021–22, the Canada Media Fund invested about \$354.4 million in innovative television, digital and games content through its regular programs. Within this amount, the government has invested about \$20 million to increase Canada Media Fund support for equity-deserving groups in the Canadian audiovisual industry. An additional \$21.4 million was distributed in COVID-19 emergency support in 2021–22, including about \$2.4 million from the Arts, Culture, Heritage and Sport Recovery Fund to support ethnic and third-language producers through the Canada Media Fund.

Budget 2021 provided \$21 million in 2021–22 for immediate operational support to CBC/Radio-Canada to ensure stability during the pandemic, allowing it to continue providing news and entertainment programming to keep Canadians informed and engaged.

Creative industries are successful in global markets

Support of Canada's presence at the Frankfurt Book Fair in 2021 offered opportunities to develop strategic alliances and leverage resources, including with Global Affairs Canada, the Canada Council for the Arts, Canada FBM2020 (group of Canadian publishing industry representatives), and provinces and territories. This collaborative approach resulted in a diversified trade, literary and cultural program, as well as an extensive online and in-person presence for Canada. Resources were also dedicated towards the delivery of amplification events and trade support, which enabled the establishment of long-term and sustainable business connections with key decision-makers and buyers in the German publishing market.

For Film and Video, Canada signed a modernized audiovisual coproduction treaty with the French Republic on July 28, 2021. The new treaty strengthens bilateral ties with France and provides a renewed and more flexible framework for Canadian producers working with France, a long-standing leading coproduction partner of Canada.

As part of the Creative Export Strategy, Canadian Heritage organized a virtual trade mission to Sweden in June 2021, while the in-person Creative Industries Trade Mission to Europe (Germany, Netherlands, Sweden) was on hold due to the pandemic. Combined with two other virtual trade missions conducted in 2020–21, this allowed 30 participating creative industry companies to lay the groundwork for an in-person trade mission to

Europe in May 2022. In addition, a smaller, sector-specific in-person trade mission to the United Arab Emirates was delivered in February 2022, with a business delegation of 22 companies from the audiovisual and interactive digital media sectors. The Creative Export Canada program also provided funding to 27 export-ready projects for a total of nearly \$8.5 million to support creative businesses in achieving their international export objectives. Also, the Department provided support to deliver trade-focused programming at more than 20 international events both virtually and in person, providing enhanced international business development opportunities for Canadian creative industries.

Canadian Heritage continued to advance government-to-government partnerships with international counterparts to develop Canadian creative industry trade opportunities, including participating virtually in the annual meeting of the Culture and Creativity Working Group in November 2021, under the Canada-Mexico Partnership, and following up on action plan items to foster collaboration between Canada and Mexico in the creative sector.

During the Department’s review of foreign investments in the Canadian cultural sector, Canadian Heritage continued to encourage investors to explore opportunities within the global market to enhance the profile of Canadian businesses and to promote and market Canadian content internationally.

TV5 partner governments adopted the renewal of TV5’s core values, including gender equality and sustainable development. TV5’s core values are intended to strengthen the commitment of all stakeholders and are to be understood as broadly inclusive of the objectives of TV5’s Charter and TV5MONDE’s editorial charter. The partner governments have also adopted TV5MONDE’s 2021–24 strategic plan, with one of its strategic focuses to raise public awareness of environmental issues and engage its teams with the creation of a “TV5MONDE channel for the planet” label. In 2021–22, the company adjusted its programming so that its antennas and digital offering reflect this new direction. It also instituted initiatives within its internal operations, including giving special attention to environmental conditions during the filming of its productions.

Due to travel restrictions, the Sommet de la Francophonie planned for November 2021 was postponed to November 2022. This event with its “Digital” theme is another opportunity to highlight TV5 and celebrate the 50th anniversary of La Francophonie as envisioned in 2021.

Canadians have access to cultural facilities in their communities; and festivals and performing arts series that reflect Canada’s diversity

The Department completed an engagement project with First Nations, Inuit and Métis arts and heritage organizations, led by Archipel Research and Consulting Inc., to understand how our arts programs can better support Indigenous organizations by seeking feedback from the leaders and employees of Indigenous organizations. Data for the final report was collected through a literature review, one-on-one interviews and focus groups with Indigenous organizations across Canada. Engagements were held between October

2021 and February 2022. This work yielded several key findings and recommendations on how to better support Indigenous organizations through intermediary and transformative actions.

The Canada Arts Presentation Fund conducted targeted outreach with equity-deserving groups (including Indigenous peoples, racialized communities, official-language minority communities, deaf communities, people living with disabilities and 2SLGBTQI+ communities) and underserved communities (rural and remote, young audiences) when it launched the time limited initiatives entitled Support for Workers in Live Arts and Music Sectors Fund and the Recovery Funding for Professional Arts Presentation Organizations.

As part of the Support for Workers in Live Arts and Music Sectors Fund, applications from equity-deserving groups and underserved communities were prioritized for assessment over applications from mainstream organizations. Applications from priority groups were generally funded at 100% of eligible expenses. In high-demand regions, mainstream organizations were funded at 80%. In total, 139 of the 333 projects approved for 2021–22 funding under this initiative were from priority groups.

As part of the \$10 million Recovery Funding for Professional Arts Presentation Organizations, recipient organizations from equity-deserving groups and underserved communities were offered a 20% funding supplement on top of their formula-based funding tier level. In total, 116 (45.3%) of the 256 organizations approved for 2021–22 funding through this initiative were from priority groups.

The Canada Arts Presentation Fund delivered \$20 million through the Support for Workers in Live Arts and Music Sectors Fund, which was created to incentivize the short-term contracting of artists and cultural workers by providing support for the presentation of COVID-19 safe digital and/or live events. The program also delivered \$8 million in funding supplements to its recipients, as a continuation of the supplemental funding provided in Budget 2019.

Canadians have access to more safe, diverse and secure digital environment and are resilient to disinformation.

The Government is committed to putting in place a more equitable regulatory framework to govern online platforms in Canada. On March 30, 2022, the Government announced an expert group on online safety to inform the development of this legislation to be introduced as soon as feasible.

In an effort to disseminate knowledge in the field of online disinformation, on March 16, 2022, the Digital Citizen Contribution Program launched a targeted call for proposals totalling \$2.5 million to fund activities contributing to its objectives in the context of national and international events that threaten social cohesion in Canada, with preference given to projects addressing Russian disinformation and which impact Ukrainian-Canadians specifically.

In 2021–22, the Digital Citizen Initiative’s joint initiative with the Social Sciences and Humanities Research Council led to the funding of six Connection Grants that further spurred knowledge mobilization efforts regarding disinformation. Five talent grants supplements were also awarded.

In collaboration with its steering committee and interdepartmental consultative body, the Digital Citizen Initiative updated the Digital Citizen Contribution Program’s guidelines to meet the current issues in the field of disinformation.

Canadian Heritage continues to actively support the United Nations Educational, Scientific and Cultural Organization (UNESCO) 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, which is supplemented by the 2017 Digital Guidelines for interpreting the 2005 Convention in the digital environment. As part of Canada’s UNESCO commitments under the 2005 Convention, the Department submitted an updated digital roadmap outlining Canadian achievements, including the Digital Citizenship Initiative. After serving a four-year term as a member on the Intergovernmental Committee to the 2005 Convention, Canada assumed observer status as part of a regular rotational cycle in 2022. Over the 2021–22 period, Canadian Heritage led an international multi-stakeholder working group to co-develop and publish Guiding Principles on Diversity of Online Content to support and foster a healthy and diverse digital ecosystem. The Department raised awareness of the Principles in different international forums and attracted new members to the working group from Asia (South Korea), Latin America (Mexico), and Scandinavia (Denmark). The Department’s leadership in fostering multi-stakeholder approach to create international consensus to effectively address the issue of diversity of content online builds on and supports the implementation of the 2017 Digital Guidelines which promotes multi-stakeholder cooperation to improve distribution and online access to diverse cultural expressions.

In 2020–21 the Local Journalism Initiative supported the hiring of 435 journalists. In total, program-funded journalists collectively covered 1,943 communities, including 59 journalists covering Indigenous, 69 covering ethnocultural, 122 covering official language minority and 1 covering 2SLGBTQI+.

Other 2021–22 achievements

Budget 2021 announced \$40.1 million over three years, beginning in 2021–22, to Canadian Heritage to support the Indigenous Screen Office and ensure Indigenous peoples can tell their own stories and see themselves reflected on-screen. The Indigenous Screen Office officially launched its full suite of programming on September 28, 2021, and successfully distributed more than \$12.5 million to fund over 300 First Nations, Métis, and Inuit audiovisual creators in 2021–22, with over \$11.5 million committed to projects using Indigenous languages.

In 2021–22, the Arts Branch supported several projects pertaining to green investments, sustainable practices and environmentally friendly initiatives and best practices. One example is the support offered through the Canada Cultural Investment Fund to the

Québec Drama Federation for the Creative Green Tools project. The Creative Green Tools are a comprehensive set of carbon calculation and reporting tools designed specifically for the arts and culture sector and adapted for the Canadian context from resources developed by a United Kingdom charity, Julie's Bicycle. The project partners will manage the program, and provide training, support, and educational resources so arts and heritage organizations are able to use these tools to track, understand, and reduce their environmental impact.

While some sectors of Canada's economy began to recover from the pandemic in 2021–22, Canada's music industry—particularly the live sector—experienced poor recovery rates due to shifting public health measures, travel restrictions, and the emergence of new variants. In response, the Canada Music Fund administered an additional \$65 million in emergency support in 2021–22. The \$15 million announced in the 2020 Fall Economic Statement helped organizations hire Canadian artists, technicians and other supporting workers and service providers to deliver live music events through an in-person or a virtual audience. The remaining \$50 million, announced in Budget 2021, aimed to help Canada's live music sector weather the pandemic and provide funding stability for Canadian artists.

In September 2020, the Government of Canada introduced the \$50 million Short-Term Compensation Fund, administered by Telefilm Canada, for Canadian audiovisual productions to minimize the consequences of the void created by the lack of insurance coverage for interruptions in filming and the abandonment of productions caused by the COVID-19 pandemic. In 2021–22, it was extended twice, and its budget was increased to \$150 million to allow for more Canadian productions to be filmed. The Fund will remain available to Canadian producers until March 31, 2023.

A new component of the Canada Book Fund was launched in March 2022. Support for Booksellers will provide two years of support (2022–23 and 2023–24) to help Canadian booksellers increase their online sales of Canadian-authored books and improve their business model for online sales.

Gender-based analysis plus

As part of Budget 2021, \$60 million was provided over three years, starting in 2021–22, to the Canada Media Fund to increase support for productions led by people from equity-deserving groups working in the Canadian audiovisual industry. This investment supports Canada Media Fund programs targeting equity-deserving creators to build skills and experience, and to support greater diversity in top-tier productions.

After soliciting the views of equity-deserving groups during its series of consultations across the industry in April 2021, the Canada Media Fund continued, within the scope of its Equity and Inclusion Strategy, to improve its initiatives and develop tools such as the Persona-ID tool, a self-identification system, to help guide its efforts to make deep, long-term structural changes.

Of the 110 total projects funded thus far by the Digital Citizen Contribution Program, 75 were research-based, contributing to Canada’s understanding of how online disinformation is created and spreads, and how it affects democracy, public safety, election integrity and social cohesion. With funding from the Digital Citizen Contribution Program, researchers and practitioners have created tools and resources for researchers and educators working to better understand and build resilience to online disinformation.

Through the Joint Initiative with the Social Sciences and Humanities Research Council, funding was provided to support Postdoctoral Fellowship supplements, Doctoral Award supplements and Connection Grants which were geared towards many specific areas related to disinformation, including the effects of disinformation on marginalized, minority and Indigenous communities, as well as effects of disinformation on Canadians’ mental health.

In 2021, Cultural Industries and the Creative Marketplace Lab launched the Canadian Artists and Content Creators Economic Survey to generate timely data on the economic circumstances of artists and content creators prior to and during the COVID-19 pandemic. The survey was designed to collect disaggregated data that would allow analysts to identify major differences across equity-deserving groups.

In 2021–22, the Department also designed a recipient survey to help assess the impacts of the Recovery and Reopening Funds. The survey was designed in consultation with portfolio partners and was based on the Emergency Support Fund recipient survey launched in the summer of 2020. The scope of questions about equity, diversity and inclusion was broadened to ask not only about the impacts of the fund on equity-deserving communities, but also about the representation of these communities in the leadership of the recipient organization.

To monitor the impacts of the COVID-19 pandemic on the arts sector and to inform the development of temporary support measures for the arts sector, the Arts Branch analyzed the employment of artists and other cultural workers in Canada throughout 2020–21. Employment-related data for two key groups of arts and cultural workers were tracked through custom datasets: performing arts company workers and performing artists. The disaggregated data was analyzed by gender for variables that included full time or part-time employment, hours of work, employed or self-employed, among others.

The Canada Music Fund contributes to greater representation of equity-deserving groups in decision-making roles within the Canadian music industry. In addition, the Canada Music Fund, along with FACTOR and Musicaction, funds, or conducts research to further explore specific areas related to equity-deserving groups.

The Canada Book Fund implemented changes to its program guidelines to better support book publishers from racialized communities and to incentivize book publishers to publish the works of authors from official language minority, Indigenous and racialized communities.

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

Initiatives related to Core responsibility 1 (Creativity, Arts and Culture) contributed to advancing the Sustainable Development Goals of Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Sustainable Cities and Communities (SDG 11), Peace, Justice and Strong Institutions (SDG 16) and Partnerships (SDG 17).

Throughout the year, and despite challenging circumstances due to the pandemic, Canadian Heritage created trade opportunities to help Canadian creative entrepreneurs maximize their export potential through the Government's Creative Export Strategy, as well as supporting cultural entrepreneurs and innovators in achieving their international business objectives (SDG 8). This included supporting virtual trade programming as part of several international trade events held abroad and in Canada, such as business-to-business interactions with international counterparts, pitch sessions, networking opportunities, and market briefings during a number of events; supporting 29 export-ready projects through the Creative Export Canada program; hosting two international trade missions to the United Arab Emirates; and supported over 200 cultural and literary events in Germany in the lead up to and during Canada's Guest of Honour year at the Frankfurt Book Fair in 2021–22.

The Business Innovation component of the Canada Periodical Fund encouraged innovation (SDG 9) to adapt to changing market conditions and contributed to the diversity of content sought by Canadian readers, as seen through the funding of 110 print and digital magazine projects in 2021-22, with some relating to podcasting, marketing, digital innovation and start-ups.

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). In 2021–22, the Canada Cultural Spaces Fund approved \$86.3 million in support of 193 cultural infrastructure projects, of which \$2.4 million was approved for 11 creative hub projects.

Through the Digital Citizen Contribution Program, the Department funded projects aimed at providing Canadians with access to reliable information about the pandemic and ensuring that Canadians can navigate the Canadian information ecosystem in an informed and secure manner. These activities created opportunities to deepen Canadians' knowledge of digital media literacy, information literacy, and civic literacy to be more resilient in the face of disinformation thus contributing to an inclusive and peaceful Canadian society (SDG 16).

The Department helps promote the discovery and distribution of Canadian programming in French at home and abroad through the TV5 program to develop and revitalize the diversity in cultural domains within the global Francophonie (SDG 17). The renewal of

TV5's core values and the adoption of TV5MONDE's new strategic plan confirms this commitment by multiple international stakeholders.

Experimentation

The Department's Creative Marketplace Lab continues to take innovative, collaborative and experimental approaches to understanding major disruptions facing Canadian creators in the global marketplace, such as novel approaches to administering surveys. Such work included leading a Canadian Artists and Content Creators Economic Survey; a study of the economic impacts of music streaming on the Canadian music industry; a study of independent podcasters and owners/co-owners of small to mid-level podcast networks in Canada; a study of the Economic Impact of Canada's Copyright-Based Industries in conjunction with the World Intellectual Property Organization; and [two economic profiles of the Canadian Anglophone and Francophone book publishing industries](#)^v. The Lab also experimented with the use of artificial intelligence technology for advancing government processes through its collaboration with the Natural Language Processing Lab at the University of Ottawa to develop an automated theme-detection solution for open-ended survey answers.

Supported by Canadian Heritage, the Canada Media Fund's Experimental Stream supports the creation of leading edge interactive digital content and software applications created exclusively for the Internet, wireless, or other new/emerging platforms. The Fund continued its important consultation work, including with a wide range of equity- and sovereignty-deserving groups. National and ongoing, targeted consultations were held throughout the year.

In 2019–20, the Canada Arts Training Fund has provided supplemental funding over two years (\$75,000 in 2019–20 and \$75,000 in 2021–22) for a special project co-developed with Indigenous training organizations funded by the program. The goal of the project is to explore ways to increase application, retention, and graduation rates of Indigenous students. A preliminary result of this project has been the identification of land-based residency programs as a preferred method of culturally appropriate Indigenous arts training and as a result, the project will be extended to include the development and implementation of a two-year land-based residency pilot that will begin in fall 2022.

Key risks

In 2021–22, the Department undertook initiatives where potential risks were identified—in particular, the impact of the COVID-19 pandemic on the arts and culture sector, and the risk that insufficient financial resources might affect Canada's one-year extension of Canada as Guest of Honour at the Frankfurt Book Fair throughout 2021.

Canadian Heritage implemented measures to mitigate impacts of these risks on its results. For example, programs continued to pivot to maximize support for the creative sector and Canadians. Programs prioritized activities that are in direct support of the sector and of its stakeholders. In addition, the Department also worked closely with its delivery partners and clients to implement flexibilities to support targeted needs. The Department

continued to develop partnerships to collaborate in the successful delivery of the Canada's Guest of Honour at the Frankfurt Book Fair throughout 2021.

Results achieved for Creativity, arts and culture

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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 2022	n/a ¹	\$51 billion ²	\$61 billion
	Number of jobs in the cultural sector.	673,138	March 2022	n/a ¹	578,697 ³	653,780
Canadians are able to consume Canadian content on multiple platforms.	Number of video games (entertainment software) produced by Canadian-based studios.	n/a ⁴	n/a ⁴	n/a ⁴	n/a ⁴	n/a ⁴
	Number of Canadian Television productions.	1,190	March 2022	n/a ¹	n/a ¹	n/a ⁵
	Number of Canadian theatrical feature films produced.	110	March 2022	n/a ¹	n/a ¹	n/a ⁵
	Number of Canadian-authored books published.	6,000	March 2022	n/a ¹	n/a ¹	n/a ⁶
	Number of magazines in Canada producing Canadian content.	1,300	March 2022	1,380	1,212	1,079
	Number of non-daily newspapers in Canada producing Canadian content	1,000	March 2022	1,047	974	950

¹ The actual results were not available at the time of publication.

² Methodology was modified. Calculated using the June 28, 2021, release of the Culture Satellite Account National Culture Indicators, released quarterly.

³ The COVID-19 pandemic had a large impact on cultural sector jobs. Methodology was modified. Calculated using the June 28, 2021, release of the Culture Satellite Account National Culture Indicators, released quarterly.

⁴ The indicator is no longer valid as the data is no longer available. It will be removed in 2022–23.

⁵ Results will be available in the winter of 2023 and presented in the Economic report on Screen-Based Media Production Industry in Canada.

⁶ 2019–20 is the most recent year for which the program has data. 2021–22 results will not be available until later in 2022.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
	Market share of Canadian artists on top 2,000 domestic album sales chart.	20	December 2022	22	19	24 ⁷
	Market share of Canadian artists on top 20,000 domestic streaming chart.	15	December 2022	10	11	10 ⁷
Creative industries are successful in global markets.	Value of creative exports.	\$18 billion	March 2022	n/a ¹	n/a ¹	n/a ¹
Canadians have access to cultural facilities in their communities.	Number of communities with improved cultural facilities.	80	March 2022	96	101	91
	Percentage of Canadians with access to improved cultural facilities.	40	March 2022	40	41	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 2022	63	66	60

Budgetary financial resources (dollars) for Creativity, arts and culture

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
495,939,870	495,939,870	804,292,504	786,146,182	290,206,312

⁷ 2021 results cannot be compared with previous years due to a change in the data source. Therefore, 2021 will become the baseline for future comparisons.

Human resources (full-time equivalents) for Creativity, arts and culture

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
423.7	430.2	6.5

Financial, human resources and performance information for Canadian Heritage's Program Inventory is available in [GC InfoBase](#).^{vi}

Core responsibility 2: 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.

Results

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 and managing 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.

The actual spending budget allocated to this core responsibility was \$170,227,101 and was supported by a total of 323.9 actual full-time equivalents.

Canadians are engaged in celebrations and commemorations of national significance

Canadian Heritage worked to strengthen existing relationships with partners throughout the pandemic and forge new partnerships, including with tourism organizations such as Tourism Winnipeg, and with national broadcasters to increase the reach of programming across the country.

Canadian Heritage developed anniversary capsules to be added to the 2021 Sound and Light show. These capsules included highlighting the 50th anniversary of the multiculturalism policy, the 75th anniversary of Viola Desmond challenging racial segregation, and the 100th anniversary of the discovery of insulin. While the Sound and Light show was not presented on Parliament Hill in 2021 due to public health regulations, the Department featured the anniversary capsules on social media, and the Sound and

Light website. The segments were also adapted for a longer-term presence in the Sound and Light show, which returns to Parliament Hill for summer 2022.

In 2021–22, the Celebrate Canada program funded over 170 projects for National Indigenous Peoples Day that attracted over 300,000 participants. Celebrate Canada also provided funding for 115 Saint-Jean-Baptiste Day projects, 147 Canadian Multiculturalism Day projects and more than 1,100 Canada Day projects.

On July 26, 2021, the installation ceremony of her Excellency the Right Honourable Mary Simon as the 30th Governor General of Canada took place, a historic appointment as Canada's first Indigenous Governor General. The ceremony happened in Ottawa in the context of the COVID-19 pandemic and within tight timelines. The ceremony was broadcast live on a variety of national media. For the first time, Canadian Heritage also shared social media messages in Indigenous languages.

This year marked the 25th anniversary of National Indigenous Peoples Day, which provided an ideal opportunity to mark the delayed celebrations of Manitoba's 150th anniversary that were postponed by a year due to the pandemic. Tribute segments for both anniversaries were woven throughout Indigenous Day Live, an event hosted by Aboriginal Peoples Television Network in 2021, portraying the unique history of Indigenous Peoples and their contributions to Canada.

Through Budget 2021, Canadian Heritage funded large-scale projects marking the first ever National Day for Truth and Reconciliation on September 30, 2021. Six large-scale initiatives totalling close to \$1,200,000 reached over 6.5 million Canadians and advanced reconciliation, raised awareness of the history and legacy of residential schools, and honoured Survivors through a week of educational programming and two high-profile broadcasts.

Other programming included commemorations to mark the anniversary of Treaty 1 and describe its regional and national impact, as well as the 150th Anniversary of Treaty No. 2 project, which included educational components and cultural teaching from Knowledge Keepers. Lastly, the 100th Anniversary of the Discovery of Insulin was commemorated by engaging groups, schools and communities to explore the remarkable period of innovation and discovery in the early 1920s.

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

The Building Communities through Arts and Heritage Program encouraged citizens across the country to connect with one another and engage in their local communities through performing and visual arts, as well as through the expression, celebration, and preservation of local historical heritage. The Program provided funding to 846 projects, which included 793 local festivals and 53 community anniversary and commemorative capital projects. The Program extended temporary terms and conditions to deliver emergency support funding and broaden flexibilities for funding recipients, specifically

to increase the maximum funding as well as to expand the list of eligible expenses and eligible project durations.

Budget 2021 also announced time-limited Reopening Fund resources for the Building Communities through Arts and Heritage Program (\$5.7 million). In 2021–22, the Program mitigated declining support levels amid growing demand and maintained a funding ratio above 50% of eligible amounts requested.

In 2021, the Program supported the Queer Arts Festival in Vancouver, British Columbia. The event was affected by the COVID-19 pandemic and pivoted to an online and in-person hybrid format, engaging an online audience and more than 2,000 participants through in-person arts events, all operating well within provincial health and safety guidelines. Similarly, the 2021 Trails Tales Tunes Festival in Norris Point, Newfoundland and Labrador, received Reopening Fund resources to help manage challenges and impacts of the pandemic.

In 2021–22, the Community Anniversaries component funded the 100th anniversary of the launch of the *Bluenose* in Lunenburg, Nova Scotia. This online event used the story of the *Bluenose* and its centenary as an impetus for engaging the local community through local arts and heritage activities. More than 270,000 people engaged in Bluenose Days celebrations as well as partner events through livestreams. The Community Anniversaries component also supported the Dart Coon Club of Ottawa’s “100 Years of Chinese Presence in Ottawa” commemoration project, which recognized and celebrated the accomplishments and contributions of the Chinese Canadian communities and personalities in the Ottawa region.

The Program’s Legacy Fund continued to support “Commemorating Toronto’s Medical Response to the Irish Famine Migration 1845–1850,” with an expected completion of September 2022. This project commemorates the 175th anniversary of Toronto’s medical response to the Irish famine, one of the worst medical calamities to befall Toronto, which was precipitated by the largest migration to Canada. Also, the largest freestanding glass monument in North America was erected to honour the medical professionals who gave their lives while tending to the sick and dying Irish migrants during the summer of 1847.

The Program continues to support the 150th anniversary of Fruit Growers Association of Abbotsford, commemorating the first apple growers’ association in Quebec. The project focuses on the restoration of the Saint-Paul-d’Abbotsford Heritage Complex and is projected for completion in 2024–25.

In addition, the Program received funding in 2021–22 through the 2020 Fall Economic Statement to support the planning and presentation of COVID-19-safe events in the arts and to provide work opportunities in these sectors. This included direct support to equity-deserving groups. Through the Support for Workers Fund initiative, the Program supported 168 projects (\$8.4 million) in 106 communities. Of those approved, 50 projects were from priority groups (\$3.2 million). These resources were extended through the Recovery and Reopening Funds announced in Budget 2021.

The public is provided with access to cultural heritage

As the current national museums policy was adopted in 1990, a departmental review has been planned and consultations will involve museums, provincial and territorial museum associations, and other stakeholders. The museum policy review aims to build resilience across the sector, advancing reconciliation with Indigenous peoples, including access to and repatriation of Indigenous cultural property and ancestral remains. It endeavours to promote equity, diversity, and inclusion to engage all Canadians, seek opportunities to improve financial stability and advance digital transformation, supported by a Budget 2021 allocation of \$20 million over 3 years to digitize information and collections by non-national museums and heritage institutions.

The new component of the Museum Assistance Program, Digital Access to Heritage, was launched in October 2021 and supports “virtual” museums without physical spaces. This component fosters improved access to heritage collections through collections digitization and digital content development, as well as activities that build capacity in these areas, and supports the development and delivery of related training, resources and services that benefit multiple museums.

The Museums Assistance Program is monitoring the progress of the Reconciliation Program as administered by the Canadian Museums Association. As per the Truth and Reconciliation Commission of Canada’s Call to Action 67, the program provides funding to the Canadian Museums Association to undertake, in collaboration with Indigenous peoples, a national review of museum policies and best practices to determine the level of compliance with the United Nations Declaration on the Rights of Indigenous Peoples and to make recommendations. The Canadian Museums Association is working closely with its Reconciliation Council (established in 2018) and other stakeholders across the country to survey and collect feedback, identify key issues, and ultimately produce and disseminate a report with clear recommendations for the inclusion and representation of Indigenous communities within museums and cultural centres. A final report on the Reconciliation Program is expected in the fall of 2022.

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

The Department recognizes that the repatriation of Indigenous cultural property is an important aspect for Indigenous Peoples and enables reconciliation, which is integrated into the current museum policy review. As a result of the COVID-19 pandemic work on the co-development of a repatriation framework was reprioritized and did not take place in 2021–22. However, the Museums Assistance Program supported several repatriation projects during the year for the benefit of Indigenous communities. For instance, a Movable Cultural Property grant was allocated to the Museum of Northern British Columbia to purchase a Tlingit shaman’s waist robe, and an Indigenous Heritage grant was issued to the Saskatchewan Indigenous cultural Centre to build a commemorative site for the repatriation of the Buffalo Child Stone.

Preliminary work has been undertaken on the Canadian Conservation Institute National Indigenous Development Program. This program aims to support Indigenous professionals by providing them with hands-on experience as well as learning and networking opportunities to facilitate their progression in the conservation and conservation science professions but also in the areas of management and documentation of museum collections. This program will also make it possible to include Indigenous practices, knowledge, and perspectives within these professions.

The Canadian Conservation Institute and the Canadian Heritage Information Network are continuing their efforts to co-develop a service offering aimed directly at supporting Indigenous heritage and cultural institutions by providing adapted services promoting the preservation, migration, digitization, and digital preservation of cultural and heritage documents in audiovisual format.

Under the leadership of the National Indigenous Knowledge and Languages Alliance, the Canadian Heritage Information Network is working jointly with Library and Archives Canada on the project to develop respectful terminology relating to Indigenous peoples, places, heritage, knowledge, traditions, customs, and cultures.

The Canadian Heritage Information Network has released several documents in both official languages about Linked Open Data in the museum and heritage context on its DOPHEDA website including: the URIs Technical Report, the Cultural Heritage Named Graph Usage Survey Report, a document on how to choose a Linked Open Data Model, a glossary of essential terms for the DOPHEDA projects, a how-to document for the Canadian Heritage Information Network’s CRITERIA tool, a how-to document for the Canadian Heritage Information Network’s diagrams.net Libraries, the CIDOC CRM Tutorial, and an updated document on Linked Open Data Benefits and Challenges.

The Canadian Heritage Information Network is also leading an ongoing French translation initiative of the [CIDOC CRM ontology](#)^{vii}. Throughout 2021–22, Canadian Heritage Information Network regularly released new translated sections.

Further, the Canadian Heritage Information Network has been developing the [Humanities Data Dictionary](#)^{viii} which provides information to help museums describe their collections and also map to [Artefacts Canada](#)^{ix}. Revisions were required to update the documentation recommendations in line with current best practices in international standards to provide quality data, as well as to make it easier for museums to map the data that comes from their collections management system to Artefacts Canada. Research and rewriting of the most significant fields in the Data Dictionary was carried out in 2021–22 and is ongoing.

The Canadian Conservation Institute’s and the Canadian Heritage Information Network’s suite of digital services and outreach activities was broadened to include an offer of nine webinars and a workshop, as well as the development of two e-learning modules, a new workshop and an advanced professional development workshop online. Staff were also re-skilled through a custom online workshop on the creation of engaging online training. Significant work has also been undertaken to prepare a survey that will help the Canadian

Conservation Institute and the Canadian Heritage Information Network better understand client demographics and needs.

Additional results in 2021–22 under the Canada History Fund

The Canada History Fund supports the Governor General’s Canadian Leadership Conference so that 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. The Conference modified project activities to comply with COVID-19 public health restrictions, by providing virtual training and by moving in-person events from June 2020 to June 2022.

The Canada History Fund supported the Memory Project, in which veterans and Canadian Armed Forces personnel share their stories with Canadians in classrooms and community forums. Learning kits and tools for educators were provided to expand on the knowledge gained through events. Due to health restrictions, the Memory Project increased the number of virtual interactive and non-interactive visits, including using Skype or Google Classrooms, Reddit-style questions and answers (“Ask Me Anything”), DVDs, pre-recorded webinars, and YouTube videos. The project also released a bilingual video “The Submarine Hunters: Canada and the Cuban Missile Crisis” and marked the 20th anniversary of the program with a short video in February 2022.

The creation and updating of more than 250 entries in the Canadian Encyclopedia was also achieved and ensures access to trustworthy and fact-based digital content about Canada in both official languages. The Encyclopedia continued to confront the history of residential schools and regularly updates articles that emphasize Indigenous history and culture. During the past year, the Encyclopedia’s Indian Residential Schools in Canada Interactive Map saw a 660% increase in website traffic. Also, new articles about Orange Shirt Day, the Truth and Reconciliation Commission’s Calls to Action of Canada, and the Peasant Farm Policy were published. To better tell the history of racialized communities, the Encyclopedia published new articles on the concepts of visible minority, Islamophobia, and anti-Asian racism in Canada. Finally, the Encyclopedia saw a 10% increase in website traffic and the portion of French traffic to the site grew from 16.5% to 20.3% of all users during the reporting period.

The Fund also supports the Governor General’s History Awards, which honours individuals in the field of history, and the Canada’s History Forum, an event where the broader history community shares ideas on important topics within the field. Due to the COVID-19 pandemic, the 2021 Governor General’s History Awards were postponed. The 2021 award winners have been announced and will be celebrated alongside the 2022 award winners at an in-person at Rideau Hall in November 2022. The 2021 Canada’s History Forum was also postponed to June 2022.

Lastly, the creation of digital content on the Canada’s History website, including 21 podcasts, 88 newsletters, 46 videos, and the translation of 28 articles and 4 editions of *Kayak: Canada’s History Magazine for Kids*, were realized through the Fund. These

activities encouraged recognition and learning about Canada’s history while also supporting a well-informed public with fact-based information.

Gender-based analysis plus

Events organized by the Department, either in person or virtual, are free, open to the public, and aim to be accessible to all Canadians.

For the Celebration and Commemoration Program, funding recipients’ final activity reports do not generally capture disaggregated data. While recipients are required to report on the number of participants reached by a project or initiative, they are not obliged to track identity factors of participants. In addition, as part of a larger government initiative to enhance the accessibility of funding programs, Celebrate Canada implemented a Fast Track system for grants under \$5,000, which requires less information from clients and simplifies the application process.

The Canada History Fund encourages applicants to address priority areas and themes, namely the history of official-language minority communities, the history of Indigenous peoples in Canada and the learning needs of young Canadians. The Canada History Fund continues to work with a diverse community of recipients who are enriching Canadian history with a variety of inclusive perspectives

The Young Canada Works-Heritage Program captures disaggregated data on its participants via optional self-identification evaluation questionnaires at the end of their work term. Data is collected on the number of women, Indigenous youth, ethnocultural/racialized youth, youth with disabilities, and official language minority community youth that participate in the program. Young Canada Works-Heritage is committed to increasing the percentage of underrepresented and disadvantaged youth working in heritage, arts, and cultural organizations over time. To better measure outcomes, Young Canada Works-Heritage increased its targets for the 2022–23 for program participation of these priority groups. Young Canada Works-Heritage has already taken several steps towards meeting its increased targets by including information on the departmental website about the assessment process, which prioritizes underserved communities and sub-populations.

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

In 2021–22, initiatives related to Core responsibility 2 (Celebration and Heritage) contributed to advancing the Sustainable Development Goals of Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10) and Partnerships (SDG 17).

The Building Communities through Arts and Heritage Program funded events and projects that fostered inclusive economic growth through the Local Festivals and the Support for Workers Fund. These funding opportunities supported diverse local organizations including 46 2SLGBTQI+ events (\$1,990,000 in approved funding) as well

as 72 Indigenous cultural celebrations such as pow-wows (\$3,037,220 in approved funding) (SDG 10).

The Museums Assistance Program provided funding to many small and medium-sized museums and related heritage institutions allowing them to attract more visitors. For institutions located in smaller and/or remote or rural communities, this promotes inclusive economic growth as well as productive employment and decent work opportunities in these communities, since businesses surrounding the institutions receive an influx of tourists (SDG 8). The Movable Cultural Property grants and Canada Travelling Exhibitions Indemnification Program also contribute to an influx of tourists to businesses surrounding institutions that received funding.

Through its partnership with Young Canada Works, the Young Canada Works-Heritage Program contributed to creating decent work (SDG 8) for 2,268 participants, including youth, through their efforts to mitigate the economic effects of the pandemic. Some museums, heritage, culture, and arts organizations were unable to open or to maintain their daily operations, which impacted hiring youth. Those who were able to remain open and maintain their operations were granted a higher percentage of the Young Canada Works contribution for financial support through the difficult period.

Activities and events hosted by Major Events, Commemorations and Capital Experience and funded by its programs continued to focus on encouraging positive connections between Canadians by promoting inclusive celebrations and commemorations particularly for promoting the inclusion of all, irrespective of gender, sexual orientation, race, ethnicity, religion, age, mental or physical disability, and a multitude of other factors (SDG 10). In the context of the COVID-19 pandemic, the Department successfully delivered many of its major events virtually with some limited in-person participation where conditions allowed, to ensure as many Canadians as possible were able to take part (SDG 10).

The Canadian Conservation Institute and the Canadian Heritage Information Network participated in the [Our Collections Matter^x](#) initiative, which aims to ensure that all collections-based institutions play their fullest part in environmental, economic and social sustainability. As part of this initiative, the Canadian Conservation Institute and the Canadian Heritage Information Network completed a field study to test a tool from the toolkit (phase 2 of the project) and coordinated the design of a self-assessment tool for the Sustainable Development Goals with colleagues from Belgium, the United States, Colombia, the Netherlands, and two international organizations (ICCROM in Italy, SEAMEO-SPAFA in Thailand) (SDG 17). This work is ongoing.

Experimentation

The Canada Travelling Exhibitions Indemnification Program tested a new application form with program stakeholders and it was well received by both applicant institutions and the members of the Program's Expert Advisory Panel. The tests show that the process has been simplified and shortened both in terms of completing the application

and the actual review process as the form now clearly identifies what is required and how the applicant intends to fulfill the necessary conditions without providing excessive detail. The form has been translated and made accessible. It became available to all applicants on the Program’s webpage in June 2022.

The RE-ORG: Canada initiative was based on a methodology developed by International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) and United Nations Educational, Scientific and Cultural Organization (UNESCO) for improving access to collections through storage assessment and reorganization in small to medium-size museums with limited resources or access to outside expertise. The Canadian Conservation Institute used this methodology in its regional workshops focused on storage reorganization. The innovative nature of this project fostered the acquisition of practical knowledge and networking among members of the museum community.

RE-ORG initiative phase 2 was originally scheduled to be launched in May 2020 at the Canadian Museums Association Annual Conference. However, due to pandemic travel and gathering restrictions, the launch was cancelled. Regardless, in some of the 2021–22 final reports for the Museums Assistance Program’s Collections Management component, organizations stated that the techniques learned and tools shared in phase 1 of the RE-ORG initiative were used to complete their projects and contributed to the improvement of their storage solutions.

Key risks

In 2021–22, most activities, including Canada Day, were produced in a COVID-19 context. The Department ensured that activities had in-person, hybrid and virtual plans. While this was a labour-intensive planning process, it allowed flexibility to quickly adapt to any eventuality.

While programming was limited to mostly virtual activities this year, Canadian Heritage continued with planning to ensure a smooth transition to LeBreton Flats in 2022 for Canada Day 2022 celebrations. The Christmas Lights across Canada video projection that occurred on Parliament Hill in December 2021 was the last show before the transition to LeBreton Flats.

Commemorate Canada projects to commemorate the history and legacy of residential schools were extended to September 2021, and additional extensions have been granted on a case-by-case basis due to the continuing pandemic and the context related to the discovery of children’s graves at some residential school sites.

Celebrate Canada offered flexibility to recipients again in 2021–22 to meet program objectives and achieve expected results. This flexibility included the option to postpone or modify events, as well as the option to host a virtual event instead of a physical gathering, reducing the number of cancellations that may have otherwise occurred.

Results achieved for Heritage and celebration

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Canadians feel a strong sense of belonging to Canada.	Percentage of Canadians who report feeling a strong sense of belonging to Canada.	90	March 2022	90	90	n/a ⁸
Canadians are engaged in celebrations and commemorations of national significance	Number of Canadians who participate in events and activities by attending or volunteering.	8,500,000	March 2022	9,763,947	5,392 ⁹	345,304 ¹⁰
	Number of Canadians who participate in events and activities by viewing traditional and new media broadcasts or downloading related information materials.	12,000,000	March 2022	19,071,892	37,314,650 ⁹	40,291,024 ¹¹
Canadians across the country are engaged in their communities	Number of performers and volunteers in Building Communities through Arts and Heritage funded arts and heritage projects each year.	173,674	March 2022	204,698 ¹²	181,413	47,988 ¹³

⁸ General Social Survey Social Identity results were last published in 2015 with 2013 data. The most recent Social Identity cycle collection was in 2020 and data are not yet available.

⁹ Due to the pandemic, the majority of in-person events delivered or funded by the Major Events, Commemorations and Capital Experience Branch were either cancelled or delivered virtually. Thus, the number of Canadians who participated in person is very limited, while virtual participants almost doubled.

¹⁰ This number does not capture unique virtual visits or views by Canadians, and as such, will be refined in the coming year.

¹¹ A large number of events delivered or funded by the Major Events, Commemorations and Capital Experience Branch were delivered virtually. This number does not capture unique virtual visits or views by Canadians, and as such, will be refined in the coming year.

¹² Given that final reports from recipients are compiled once per year, statistics provided here are a carry-over from 2018-19 final reports.

¹³ Results for 2021–22 are based on projects from the 2020–21 fiscal year. Low response rates and decreased results are attributed to project cancellations as well as project and administrative delays linked to pressures created by the pandemic. A total of 244 projects were cancelled in 2020–21.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
through local arts and heritage.	Total attendance for Building Communities through Arts and Heritage funded arts and heritage projects each year.	18,088,538	March 2022	20,295,082 ¹²	23,221,181	21,410,746 ¹⁴
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.	1,000,000	March 2022	1,504,563	740,811 ¹⁵	756,002 ¹⁶
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	March 2022	169,836	43,941,159 ¹⁷	60,808,711 ¹⁸

Budgetary financial resources (dollars) for Heritage and celebration

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
99,828,478	99,828,478	181,232,956	170,227,101	70,398,623

¹⁴ Results for 2021–22 are based on projects from the 2020–21 fiscal year. Recipients were able to attain significant results due to flexibilities provided, which allowed all costs related to digital activities as eligible expenses during the pandemic, at a time when online attendance and viewership was increasing, and in-person gatherings were largely restricted.

¹⁵ A decrease of 62 percent is due to closures and travel restrictions related to the COVID-19 pandemic.

¹⁶ A decrease from 2020–21 is in part due to the continued impact of the COVID-19 pandemic, as many museums were subjected to physical closures and restrictions.

¹⁷ The project “Collections Management Database Upgrade,” led by The Fraser-Fort George Regional Museum in British Columbia in partnership with The Exploration Place, comprised of the digitization of 1.5 million objects, into a new collections database system. Also, through Emergency Support Funding, recipients preserved or managed 42,239,272 heritage objects or artefacts.

¹⁸ The overall increase is due to support from the Museums Assistance Program Reopening Fund.

Human resources (full-time equivalents) for Heritage and celebration

2021-22 planned full-time equivalents	2021-22 actual full-time equivalents	2021-22 difference (actual full-time equivalents minus planned full-time equivalents)
295.1	323.9	28.8

Financial, human resources and performance information for Canadian Heritage's Program Inventory is available in [GC InfoBase](#).^{vi}

Core responsibility 3: 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.

Results

The Department advances 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.

Sport Canada's mandate of keeping Canadians active through sport and providing support to the development of high-performance sport was challenged during the COVID-19 pandemic. This was addressed by funding recovery and reopening programs and events, Innovation Initiative projects and working with different sport and federal partners to support return to sport, contributing to the achievement of the two departmental results of enrolling Canadian children and youth in a sport activity and helping athletes succeed at the highest level of competitions.

The Recovery Fund allotted \$60 million over two years for sport initiatives to enable sport organizations to restore their programs and services in light of COVID-19 impacts, including in 2021–22, \$21.4 million distributed to national sport organizations, \$5.8 million allocated to national multisport service organizations, and \$1.8 million allocated to Canadian Sport Centres and Institutes to restore programs and services affected by the pandemic.

The actual spending budget allocated to this core responsibility was \$285,863,288 and was supported by a total of 100.6 actual full-time equivalents.

Canadian athletes succeed at the highest levels of competition

The [2019 Canadian High Performance Sport Strategy](#)^{xi} and Action Plan were supported in its priority areas through 2021–22: Daily Training Environments that provide athletes, coaches, technical leaders and sport science, sport medicine and innovation practitioners

with access, at the required time, to suitable high performance training facilities—a priority during the COVID-19 pandemic due to closures.

The Department supported Team Canada preparations at the postponed Tokyo 2020 Olympic and Paralympic Games in 2021 and the Beijing 2022 Olympic and Paralympic Winter Games, collaborating with and providing \$562,881 to the Canadian Olympic Committee, and \$115,533 to the Canadian Paralympic Committee. Activities included ongoing communication with sport and federal partners, such as Global Affairs Canada, the Canadian Centre for Cyber Security, Public Safety and the Embassies of Canada in Tokyo and Beijing, to manage issues and ensure the safety of Canadian participants. Sport Canada organized simulation exercises for all partners to test emergency preparedness and response plans given the complexities and sensitivities.

Part of the Recovery Fund helped the Canadian Olympic Committee and the Canadian Paralympic Committee ensure the health and safety of Team Canada in Tokyo and Beijing and address the significant increase in travel costs due to health restrictions. In addition, \$562,022 was distributed to national sport organizations to enable athletes and support personnel to cover costs of the quarantine requirements returning to Canada.

Concurrently, Sport Canada coordinated initial federal involvement in preparation for the 2022 Birmingham Commonwealth Games by liaising with Commonwealth Sport Canada to ensure appropriate crisis management readiness.

In 2021–22, planning and preparations also began to support Canadian participation in other international sporting events, such as the 2023 Pan and Parapan American Games, the 2024 Paris Olympic and Paralympic Games and the 2026 Fédération Internationale de Football Association (FIFA) World Cup.

An additional \$4.7 million in Next Generation Initiative funding was allocated to national sport organizations to prepare athletes for the Paris 2024 and Milan-Cortina 2026 Olympic and Paralympic Games. This funding covered training, competition, coaches and technical leadership, and performance services and innovation projects.

In 2021–22, the Canadian Major Sport Event Framework was endorsed by Federal-Provincial/Territorial Deputy Ministers. It is the blueprint for collaboration and hosting of major sport events in Canada, with benefits for sport, Canadians and communities, while providing Canadian athletes with enhanced opportunities to participate at the highest levels of competition. To support the Framework, the Major Sport Event Working Group co-developed a National Hosting Rationale with shared interests of Canadian partners supporting sport events in Canada, which was used to guide the development of major sport event bids and projects.

The Athlete Assistance Program supported ongoing changes in national team training and competitive opportunities, including the process to nominate athletes for funding over the past two years of the COVID-19 pandemic. The program maintained ongoing dialogue

with all national sport organizations during this period to ensure that athletes were not unintentionally penalized in their efforts to secure program funding.

Canadian children and youth are enrolled in a sport activity

In 2021–22, the Innovation Initiative provided nearly \$1.3 million in project funding, with \$640,200 targeting women and girls, for a total of 13 new pilot projects. Eight of these addressed sport participation issues for women and girls, two targeted racialized communities, and five were for youth facing barriers, while two projects had overlapping audiences. These projects were delivered by two national sport organizations, three multisport service organizations, three other national organizations and five regional/community organizations. Six organizations were new funding recipients for Sport Canada.

In January 2022, Sport Canada issued a call for concepts for projects to be funded in 2022–23 cycle to support increased participation of youth and underrepresented groups as part of the new Community Sport for All Initiative, specifically: black, Indigenous, 2SLGBTQI+ and newcomer populations. Pilot projects intended to address sport participation challenges for individuals with intersecting identity factors (such as age, official language minority communities, and persons with a disability) were welcome and eligible for consideration.

In 2021–22, \$4.2 million from the Reopening Fund was allocated to the Canada Games under the Hosting Program to support participant travel for the Niagara 2022 Canada Summer Games (postponed from 2021), as well as the Prince Edward Island 2023 Canada Winter Games Host Society. These contributions support competitive experiences for youth enrolled in sport activities. The Canada Games also raise awareness of sport in the host community and include programs to encourage increased enrollment of children and youth in sport activities.

Sport Canada distributed a total of \$8.8 million in gender equity contributions during 2021–22. Funding recipients included national multisport service organizations (\$4.2 million), national sport organizations (\$2.2 million), Canadian Sport Centres and Institutes (\$84,000) and other organizations (\$2.3 million), such as Canadian Parks and Recreation Association, Canadian Fitness and Lifestyle Research Institute, and E-Alliance.

In 2021–22, 23 sport organizations received funding to implement one or more components of the Canadian Women & Sport’s Gender Equity Playbook program—a three-part program that supports sport leaders to strengthen their organizations by making more equitable decisions.

The 2021 Sport Canada Gender Equity Funding Impact Assessment, prepared by a third party, found that over 17,500 athletes, coaches, officials, volunteers, leadership and staff were engaged in gender equity initiatives supported by Sport Canada’s Gender Equity funding over the course of three years. According to the report, funding recipients were able to deliver programs and interventions that allowed them to:

- Build the conditions that will, over time and with sustained attention, increase the number of women in coaching, officiating, and leadership positions in sport;
- Build the conditions that will, over time and with sustained attention, increase participation of girls and women in sport; and
- Improve the availability of research and data to support evidence-based decision-making.

Sport Canada worked with researchers in 2021–22 to develop an evaluation toolkit to assist community organizations implementing projects targeting equity-deserving groups—including women and girls—to measure results.

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 July 2021, the Sport Dispute Resolution Centre of Canada was selected to establish and deliver the independent safe sport mechanism, based on the recommendations of a committee of representatives of Canadian sport and experts in prevention of abuse. The Department allocated \$2.1 million to the Centre in 2021–22 to finalize the delivery model and to establish the Office of the Sport Integrity Commissioner, which convened focus groups of federally funded organizations, established an athlete advocacy committee, hired a victim services coordinator and an education and research coordinator, and completed individual consultations with provinces and territories. This office implements the Universal Code of Conduct to Prevent and Address Maltreatment in Sport and delivers services to federally funded organizations.

On June 23, 2021, the Government provided its Response to the Standing Committee on Health report, [Tackling the Problem Head-on: Sports-Related Concussions in Canada](#)^{xii}, agreeing with the 13 recommendations that focus on establishing a Concussion Awareness Week; continued support for the Federal-Provincial/Territorial Working Group on Concussion in Sport and organizations working on the issue; creating a Concussion Research Expert Advisory Board for funding of concussion research; and enhancing collaboration with the provinces and territories to ensure a pan-Canadian approach to sports-related concussion.

Results from a Safety, Ethics, Equity in Sport Survey completed in 2021 by 10,599 Canadians, showed that additional work was still needed to educate and to inform Canadians on how to manage concussions, especially with participant and parent groups, and that there is support for the development of a concussion health document, such as a passport.

In January 2022, Sport Canada contributed \$121,869 towards the fifth annual Concussion in Sport Symposium 2022: Demonstrating Canadian Leadership. This virtual event attracted over 1,000 participants from across the country and different sectors. The number of participants and the positive feedback demonstrates the need to continue

concussion knowledge transfer, dialogue among stakeholders, evidence-based research, and innovative work in this area.

The first annual National Concussion Awareness Week took place during the last week of September 2021. Sport Canada helped develop the toolkit for the event, in partnership with the Public Health Agency of Canada and the Federal-Provincial/Territorial working group on concussions.

Sport Canada's Sport for Social Development in Indigenous Communities component funds eligible organizations to deliver sport for social development projects in Indigenous communities in Canada. It offers a flexible program that can be tailored to address the self-identified social objectives of individual Indigenous communities and has three funding streams. Stream One provided \$5.3 million to 13 Provincial/Territorial Aboriginal Sport Bodies and the Aboriginal Sport Circle for the development of sport community projects. Stream Two provided \$3.6 million to 61 Indigenous governments, communities and organizations, including delivery organizations working in collaboration with Indigenous communities, for projects that promote sport in Indigenous communities.

In the fall of 2021, the new Stream Three was launched, seeking projects to ensure that Indigenous women and girls have access to meaningful sports activities. The launch targeted the 13 Provincial/Territorial Aboriginal Sport Bodies, and 10 applications were received in January 2022, which were recommended for funding for a total of \$2.5 million in 2022–23.

In 2021–22, 90 sport organizations were assessed as part of Sport Canada's Phase II Report Card exercise, which focused on good governance. The results were shared with organizations in October 2021 to identify successes and areas for improvement. The results showed from an overall sport system perspective that funded organizations have mechanisms in place to support dispute resolution, strategic planning and financial strategy and control. However, there is room for improvement in terms of board development, risk management and conflict of interest.

Gender-based analysis plus

Funded programs engaged over 17,500 athletes, coaches, officials, volunteers, leadership, and staff in gender equity initiatives. They also reached over 9.9 million media and social media followers to promote and profile women in sport.

Innovation Initiative projects will enable the testing of innovative quality sport approaches, the trial of new programs, strategies, and technologies, to develop evidence-based solutions that can be shared nationwide. For example, Sport Canada provided \$63,000 over three years starting in 2021–22 in project funding to the Jane/Finch Community Tennis Association. This funding will be used to design a pilot project to adapt an existing tennis program for girls aged 6 to 17 in racialized communities. The goal of this project is to increase sport participation and retention for this target group.

The sport and recreation sector was particularly hard hit by COVID-19 facility closures and public safety restrictions against public gatherings. While the COVID-19 pandemic has had a serious negative impact on all Canadians, it has been harder on certain segments of the population. In August 2021, Sport Canada announced the new Community Sport for All Initiative, which will provide \$80 million over two years to support organized sport at the community level to help Canadians and communities recover from the impacts of COVID-19. The focus of this new initiative is to engage equity-deserving groups, in particular, Black, Indigenous, 2SLGBTQI+ and new Canadian communities.

In July 2021, based on the recommendations of a committee of representatives of Canadian sport and experts in prevention of abuse, the Minister of Canadian Heritage announced that the Sport Dispute Resolution Centre of Canada was selected to establish and deliver an independent Office of the Sport Integrity Commissioner.

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

In 2021–22, initiatives related to the Core responsibility 3 (Sport) contributed to advancing the Sustainable Development Goals of Good Health and Well-Being (SDG 3), Quality Education (SDG 4), Gender equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced inequalities (SDG 10), and Sustainable Cities and Communities (SDG 11).

Sport Canada worked with Federal-Provincial/Territorial partners to plan for the renewal of the Canadian Sport Policy to take effect in February 2023. Among the objectives sought by the policy is the opportunity for Canadians to participate in sport for fun, health, social interaction and relaxation and to contribute to the good health and well-being (SDG 3).

In 2021–22, 742 athletes received a total of \$2,292,613 in tuition funding from the Athlete Assistance Program. The Athlete Assistance Program provides financial support to athletes in the form of a living and training allowance, plus tuition and supplementary support. Tuition support is intended to help athletes obtain a post-secondary level education (SDG 4).

Stream Three of the Sport for Social Development in Indigenous Communities, launched in fall 2021, contributed towards empowering all women and girls, with the objective to ensure that Indigenous women and girls have access to meaningful sports activities (SDG 5). All 10 applications submitted to the stream in January 2022 were recommended for funding. Sport Canada also funded eight Innovation Initiative projects focused on improving the participation of women and girls in sport.

Stream One and Two of the Sport for Social Development in Indigenous Communities contributed to inclusive sport in Indigenous communities (SDG 10, SDG 11). Stream One provided \$5.3 million to 13 Provincial/Territorial Aboriginal Sport Bodies and the Aboriginal Sport Circle for the development of sport community projects. Stream Two

provided \$3.6 million to 61 Indigenous governments, communities and organizations, including delivery organizations working in collaboration with Indigenous communities, for projects that promote sport in Indigenous communities.

In August 2021, Sport Canada announced the new Community Sport for All Initiative, which will provide \$80 million over two years to support organized sport at the community level to help Canadians and communities recover from the impacts of COVID-19 (SDG 8). This new initiative aims to engage equity-deserving groups, with a focus on Black, Indigenous, 2SLGBTQI+ and new Canadian communities (SDG 10). A call for proposals was launched in February 2022.

Experimentation

Sport Canada’s Innovation Initiative enables the testing of innovative quality sport approaches, the trial of new programs, strategies, and technologies to develop evidence-based solutions to sport participation challenges.

In January 2022, Sport Canada issued a call for concepts for Innovation Initiative pilot projects to support black, Indigenous peoples, 2SLGBTQI+ and newcomer populations in 2022–23. Pilot projects intended to address sport participation challenges for individuals with intersecting identity factors (e.g., age, official language minority communities, persons with a disability) were also welcome and eligible for consideration.

Sport Canada received 76 pilot concepts from 76 organizations, 19 of which advanced to the proposal stage where they were invited to develop and submit a comprehensive proposal for funding consideration.

Key risks

Due to constant changes in provincial/territorial restrictions and lockdowns, national sport organizations faced challenges with program delivery, specifically for the sports that were unable to access proper training facilities. There were also many competitions that were cancelled or postponed due to health restrictions which increased costs or caused uncertainty within the competition calendar. Recovery funding was provided to support national sport organizations to navigate the COVID-19 challenges.

Due to pandemic public health restrictions, Sport for Social Development in Indigenous Communities recipients were unable to complete their planned activities, creating a risk of achieving the program component objectives (improved health, education, and employability and decreased at-risk behaviour). While Sport for Social Development in Indigenous Communities program component recipients were not eligible for the Emergency Support Fund, they were afforded flexibility to carry over unspent funds between fiscal years and the opportunity to adjust activities to meet the social development objectives while maintaining the health and safety of their communities. This flexibility is provided in accordance with [Appendix K: Transfer Payments to Indigenous Recipients](#)^{xiii} of the Government of Canada’s Directive on Transfer Payments.

In 2020–21, the Athlete Assistance Program administered and delivered \$5 million in emergency support funds. Those funds were administered under modified program guidelines supporting flexibility by the national sport organizations in their nomination of high performance athletes to meet the demands on the system as created by the pandemic, including training and competitive event postponements and cancellations. During 2021–22, the Athlete Assistance Program continued to allow certain flexibilities in sport specific criteria to support a smooth return to sport by all athletes while transitioning back into regular protocols and nomination criteria.

Another risk related to “Targeted excellence” was that athletes may not be as competitive as they were before COVID-19, due to changing restrictions and uncertainty regarding competition at the Olympic and Paralympic Games. Analysis of funding recommendations was adapted for Enhanced Excellence and Next Generation Initiatives.

Results achieved for Sport

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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	9	9	9
	Ranking of Canada relative to other countries in Combined Ranking Index for Paralympic Sport.	12	June 2021	10	10	10
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	n/a ¹⁹	3,652,198

¹⁹ The data collected responds to a parent/proxy survey that asks about “participation” and not “enrollment” in sport and therefore does not match this indicator exactly. There is no survey that refers to the number of children and youth “enrolled” as this would require a specific census that would give a number count of children and youth that are enrolled in sport programming. The Canadian Fitness and Lifestyle Research Institute’s Physical Activity Monitor Parent survey, surveyed parents on whether their child (aged 5 to 17) had participated in sport (broadly defined as physical activities usually involving competition and rules, and that develop specific skills) during the previous 12 months prior to the COVID-19 pandemic (March 2019 to March 2020). That percentage was 79 percent. Parents were also surveyed about the period during the pandemic, March 2020 to March 2021 and this percentage decreased to 45 percent. The Parent survey is a panel study conducted in May-June 2021. These statistics are based on the 1st of 3 waves of data collection and will be updated upon completion of the 2nd and 3rd waves of data collection.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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	82	80	79
	Percentage of Canadians reporting that they experience sport in a safe environment.	80	June 2021	82	82	83

Budgetary financial resources (dollars) for Sport

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
248,100,659	248,100,659	343,649,949	285,863,288	37,762,629

Human resources (full-time equivalents) for Sport

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
97.2	100.6	3.4

Financial, human resources and performance information for Canadian Heritage's Program Inventory is available in [GC InfoBase](#).^{vi}

Core responsibility 4: 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.

Results

The Department contributes to Core responsibility 4 by seeking to change public attitudes by influencing and shaping policy of several programs' implementation: Multiculturalism and Anti-Racism; Human Rights; Indigenous Languages and Cultures; and Youth Engagement. Through these programs, the Department seeks to build an integrated, socially inclusive society, by supporting communities confronting racism, engaging on multiculturalism, incorporating equity, diversity and inclusion, and by strengthening research and evidence to better understand disparities and challenges faced by Indigenous peoples, racialized and religious minority communities. 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 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 sense of shared 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 Indigenous Languages and Cultures Program, including the Indigenous Languages Component, Northern Aboriginal Broadcasting, Territorial Language Accords, National Indigenous Peoples' Day, Scholarships, Youth initiatives and Inspire.

Furthermore, two federal secretariats report under this core responsibility. A third secretariat, the 2SLGBTQI+ Secretariat, was moved to Women and Gender Equality Canada on October 26, 2021. The Federal Anti-Racism Secretariat continues to lead work across government to coordinate federal action and identify and develop further areas for action through engagement with racialized and religious minority communities and Indigenous peoples, stakeholders, other levels of government, and various sectors (e.g., philanthropy, academia, health, housing, labour, and law). The Federal Youth

Secretariat is responsible for the federal implementation of Canada’s Youth Policy and supporting the Prime Minister’s Youth Council. The Secretariat engages across the federal government to provide advice on youth initiatives and to encourage the inclusion of youth voices in government decision-making. As one of the Youth Policy commitments, the Secretariat is also responsible for the State of Youth Report, which explores how young people in Canada are doing. Subsequent reports will be published every four years.

The actual spending budget allocated to this core responsibility was \$172,146,413 and was supported by a total of 234.3 actual full-time equivalents.

Canadians value diversity

[Canada’s Anti-Racism Strategy \(2019–2022\)](#)^{xiv} has enabled the Government to lay a strong foundation for longer-term federal action against racism and discrimination in Canada. The Federal Anti-Racism Secretariat (Federal Secretariat), as a federal centre of expertise, led the whole-of-government approach to combatting systemic racism and racial discrimination in Canada.

In 2021–22, the Federal Secretariat continued to lead the Equity-Seeking Communities COVID-19 Taskforce, which provides an ongoing interdepartmental forum for federal institutions and organizations to share information; coordinated responses, strategies, policy and initiatives; and engaged with equity-seeking communities to ensure the federal pandemic response is adapted where possible to the needs of these communities.

In support of Employment and Social Development Canada, the Federal Secretariat convened over 18 federal departments and institutions to ensure that government actions effectively address the needs of people of African descent in Canada and explore further government action beyond 2024, the last year of the United Nations International Decade for People of African Descent.

Also, the Federal Secretariat led dialogue with provinces and territories through the Federal-Provincial-Territorial Network of Officials Responsible for Multiculturalism, Inclusion and Anti-Racism, to facilitate closer collaboration on mutual priorities such as the elimination of barriers to full participation in Canadian society, respect for diversity, public education, hate-crime activity and combatting racial discrimination in various sectors.

The Federal Secretariat worked with the Canada School of Public Service to develop anti-racism learning series and resources for the federal public service.

A key focus of Canada’s Anti-Racism Strategy is to support communities on the ground who have expertise in addressing various forms of racism and discrimination and this work is being done through funding and engagement initiatives. Canada’s Anti-Racism Strategy directly supported communities through \$70 million in funding provided for local, regional, and national initiatives through the Anti-Racism Action Program and the Community Support Multiculturalism and Anti-Racism Initiatives Program.

The Department also hosted 12 town halls and roundtables, as well as two national summits, one on antisemitism and one on Islamophobia. The national summits brought together a diverse group of community and political leaders, academics, and members with intersectional identities from racialized communities, religious minorities and Indigenous peoples to continue charting a path forward to combat racism and discrimination.

Canadian Heritage signed formal agreements with Statistics Canada, the Department of Justice, and Public Safety Canada to conduct original research on topics that further our collective understanding of racism and discrimination in Canadian society. For example, the Department of Justice's 2021 Canadian Legal Problems Survey examined the kinds of serious legal problems people face, how they attempted to resolve them, and how these experiences have impacted their lives.

As part of the Building Awareness and Changing Attitudes Pillar of Canada's Anti-Racism Strategy, key highlights in 2021–22 include Black History Month, Asian Heritage Month, and the first Emancipation Day.

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

In 2021–22, the Department continued to work with the Joint Implementation Steering Committee (which includes representatives from the Assembly of First Nations, Inuit Tapiriit Kanatami, and the Métis National Council) to guide the implementation of the *Indigenous Languages Act*, as well as with the Manitoba Métis Federation, the Inuktitut Working Group involving Inuit Tapiriit Kanatami and the four Inuit regions, the Congress of Aboriginal Peoples, and Indigenous governments. Informed by consultations undertaken in 2020, this collaborative work advanced the development of distinctions-based funding models and costing analysis to better respond to the unique needs of First Nations, Inuit and Métis, as well as urban/multi-distinction communities and organizations.

Budget 2021 provided an additional \$275 million over five years, starting in 2021–22, and \$2 million ongoing, to support Indigenous languages as a foundation for culture, identity, and belonging. This funding is part of the commitments made by the Government of Canada in the [Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People](#)^{xv} in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG), *Reclaiming Power and Place*.

A portion of Budget 2021 funding was delivered through the Indigenous Languages Component and supported additional language revitalization projects in First Nation, Inuit and Métis Nation communities, as well as in urban centres. Combined with existing funding for the Indigenous Languages Component, a record of 494 projects from Indigenous communities and organizations supporting the reclamation, revitalization, strengthening and maintenance of Indigenous languages received support.

Canadian Heritage expanded First Nations control over funding with the introduction of Mi'kmaw Kina'matnewey of Nova Scotia as the newest First Nations organization to fully deliver the Indigenous Languages Component, alongside the First People Cultural Council in British Columbia and the First Nations Confederation of Cultural and Education Centres in Ontario.

The Department continued to fund First Nations outside of those regions, as well as Inuit and Métis projects, based entirely on the direction of Indigenous Review Committees who review and make recommendations on applications for program funding.

In August 2021, Canadian Heritage, the British Columbia Ministry of Indigenous Relations and Reconciliation, and the First Peoples' Cultural Council signed a letter of commitment to advance a Memorandum of Understanding that sets out a clear path for the funding objectives and principles essential for the reclamation, revitalization, maintenance and strengthening of First Nations languages in British Columbia.

The Office of the Commissioner of Indigenous Languages is an independent entity that has an important role to play in supporting the reclamation, revitalization, maintenance and strengthening of Indigenous languages. On June 14, 2021, the Government of Canada announced the appointment of Commissioner Stsmélqen Ronald E. Ignace, Ph.D., and Directors Joan Greyeyes (First Nation), Robert Watt (Inuit) and Georgina Liberty (Métis). The Office began its work to set up its operations in July 2021 when the appointments took effect.

In 2021–22, the United Nations Educational, Scientific and Cultural Organization focused on planning the United Nations International Decade for Indigenous languages (2022–2032). The Decade aims to draw attention to the critical loss of Indigenous languages and the urgent need to preserve, revitalize and promote Indigenous languages, and to take urgent steps to preserve, revitalize and promote Indigenous languages at the national and international levels. A Canadian Heritage official and a total of three First Nations, Inuit and Métis representatives from Canada were active members on the Global Task Force, a United Nations Educational, Scientific and Cultural Organization-led governance mechanism responsible for guiding the planning, implementation and monitoring of the Decade.

In June 2021, Canadian Heritage participated in the North America and the Arctic Consultations for the Preparation of the Global Action Plan of the International Decade of Indigenous Languages (2022–2032). Following the release of the Global Action Plan in November 2021, Canadian Heritage began planning with Indigenous partners towards advancing the objectives of the Plan to recognize, raise awareness and celebrate Indigenous languages in Canada.

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

Many Youth Engagement Program-funded organizations were impacted by the COVID-19 pandemic and related restrictions on travel and in-person gatherings. Several

projects had to be adapted to the pandemic context, and were either delivered virtually, downsized, postponed, or cancelled. To support organizations through the pandemic and continue to deliver on planned results, the Exchanges Canada Program introduced temporary amendments to its terms and conditions to increase the flexibilities available to funded organizations, such as support for virtual activities, from 2021–22 to 2022–23.

The Youth Engagement Program provided Canadian youth the opportunity to learn about and understand Canada’s society, diversity, history and institutions through active engagement and experiential learning. Together, the Exchanges Canada Program and the Youth Take Charge Program reach an average of 650,000 youth annually (over the last 5 years) through projects that aimed to increase youth attachment to Canada.

The pandemic had a moderate to strong impact on the Exchanges Canada Program, namely on participation results, the number of projects funded and on the funds disbursed. The Program offered opportunities for approximately 2,945 youth, down from 9,350 in 2020–21 and the pre-pandemic average of 13,000, to learn about Canada, to create linkages with one another, and to enhance their appreciation of the diversity and shared aspects of the Canadian experience. Youth from different backgrounds across the country came together in exchanges and forums to participate in activities that allowed them to enhance their knowledge and understanding of Canada, as well as develop a sense of shared Canadian identity and attachment to Canada, thereby contributing to a democratic and a cohesive society. To mitigate the impacts of the pandemic, the Program introduced temporary amendments to its terms and conditions to increase the flexibilities available to funded organizations as they adapted their programming through the pandemic and recovery context, and the Program worked closely with funding recipients to determine alternative formats for planned activities.

The Exchanges Canada Program supported the Forum jeunesse pancanadien (Fédération de la jeunesse canadienne-française), a national forum that engaged more than 100 Francophone and francophile youth from across Canada to exchange with one another, to develop their capacity as informed citizens, and to actively engage in their communities. In 2021-22, activities were held online due to the pandemic. During 10 days of programming, youth exchanged with each other on the theme of diversity, and explored the diversity of opinions, identities, cultures, and intersections of la francophonie, as well as how to promote inclusion in their community.

The Youth Take Charge Program supported De la parole au cirque : place aux jeunes! (Cirque hors piste) a youth-led project that engaged about 700 youth aged 12 to 25 from marginalized and vulnerable communities in 7 provinces and territories. With the help of local partners and young leaders, the project engaged youth in a collective work leading to the creation of an artistic documentary highlighting youth voices, their community, and their culture. The project used an approach called “the social circus”, which uses the circus arts to increase the inclusion of marginalized and vulnerable young people.

Through workshops, participants engaged in Canadian culture, and included initiation at the circus, digital creation, writing, and in-class discussions on how to put on a

performance. They also had the opportunity to actively engage in their community and to have a cultural exchange between young Indigenous, Anglophone, Francophone, and rural youth and youth with disabilities from various communities in Canada, and to be aware of each other's experience.

The Youth Secretariat supported the Minister for Women and Gender Equality and Youth in her role as Vice-Chair of the Prime Minister's Youth Council by planning and delivering the Prime Minister's Youth Council meetings. In 2021, they welcomed and integrated Cohort 5 members and planned for the Cohort 6 recruitment process.

The Council met with the Prime Minister and the Minister for Women and Gender Equality and Youth early in 2022, to give their non-partisan advice regarding various youth issues in a pre-budget teleconference. The Council will continue to meet regularly, both in person and virtually, with the Prime Minister and the Minister for Women and Gender Equality and Youth, to discuss issues that matter to them, their peers, and their communities and ensure the Prime Minister seeks advice from an engaged group of young Canadians.

The Youth Secretariat continued to implement Canada's Youth Policy and build upon the six priority areas included in Canada's first State of Youth Report, which was published on August 11, 2021, as well as hold interdepartmental meetings on the youth portfolio to support Policy implementation across the federal government. Four annual interdepartmental executive-level meetings on the youth portfolio were held to ensure that the Policy is implemented across the federal government.

The first State of Youth Report was developed for youth, with youth, by youth and released in August 2021 with subsequent reports to be published every four years. The report illustrates how young people across Canada are doing, in their own words, based on the six youth-identified priorities in Canada's Youth Policy. The Report was the result of a coordinated approach to obtaining youth perspectives. The approach taken by the federal Youth Secretariat amplifies the voices of youth, centring on those facing barriers to equity. Partnerships with youth engagement experts and youth-serving organizations to reach young people in Canada resulted in the participation of youth from diverse background and identities from coast to coast to coast. Thirteen youth from diverse backgrounds were members of the Youth Advisory Group that was responsible for interpreting feedback from the engagement sessions and drafting the Report. The timeline for publication of the first State of Youth Report was revised from 2020 to 2021 due to the impact of COVID-19 on the federal Youth Secretariat's engagement process.

In 2021–22, the Youth Secretariat built and sustained relationships across the government and among the community of non-governmental organizations—representing Francophone youth, youth from low-income communities and immigrant and refugee youth—to support the inclusion of youth perspectives in planning, developing, and implementing federal government policies, programs, and initiatives.

The federal Youth Secretariat is responsible for the interdepartmental Director General's Committee on Youth. At this Committee, federal departments and agencies with youth files discuss opportunities for collaboration. In addition, the Prime Minister's Youth Council participated in meetings with governmental officials on a range of issues affecting youth to provide impartial advice to reduce systemic inequalities. In 2021–22, the Council met with Public Health Agency of Canada regarding vaccine uptake among young people. The Secretariat helped inform engagement approaches and identify needs to enhance vaccine campaigns and services for diverse groups of youth in Canada. The Youth Secretariat also met with Statistics Canada and Elections Canada on youth engagement and barriers to youth voting, and Canada Revenue Agency consultation on demystifying taxes for youth.

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

In 2021–22 the Court Challenges Program, administered independently by the University of Ottawa, funded 41 funding requests in total, providing Canadians with the opportunity to bring cases of national importance to the courts. The funding decisions are made by two independent expert committees, one for official language rights and one for human rights. Twenty-eight cases were funded by the Human Rights Expert Panel and 13 cases were funded by the Official Language Rights Expert Panel. Eight of the official language rights cases funded concerned section 16 and 16.1 of the *Canadian Charter of Rights and Freedoms*: Official Languages of Canada. A majority of the Human Rights cases funded (24) concerned section 15 of the Charter: Equality rights.

The Program also launched two ministerial appointment processes to fill vacancies in both of the expert panels to ensure the continuity of their activities.

Canadians value human rights

On December 10, 2021, the Human Rights Program led a promotional campaign to celebrate Human Rights Day. The Department shared promotional messages on social media channels, with some 20 original messages published on Twitter, Facebook and Instagram with a total reach of 64,197 people. Furthermore, social media posts were prepared for National Child's Day on November 20, 2021. They were posted on the Department's Facebook and Twitter and used the Human Rights Program's visual identity.

In 2021–22, Canadian Heritage resumed distribution of official documents related to human rights after an interruption in 2020 due to the pandemic, including 10,957 copies of the Charter and Bill of Rights.

The Human Rights Program advanced several Canadian priorities in international human rights, including coordinating Canada's federal, provincial and territorial reporting to the United Nations and responses to human rights mechanisms, the UN Committee on the Elimination of Racial Discrimination, the Committee on the Elimination of

Discrimination Against Women, the Committee on the Rights of Persons with Disabilities and the Committee on the Rights of the Child. The Program worked diligently to address the backlog of reporting to the UN caused in large part by the COVID-19 pandemic.

Further to the formalization of the Forum of Ministers on Human Rights in November 2020, and in support of the [Engagement Strategy on Canada’s International Human Rights Reporting Process](#)^{xvi}, a regular schedule of engagement with partners and stakeholders was established around the cycle of the meeting to be held every two years. To this end, the Senior Officials Committee Responsible for Human Rights held engagement sessions with civil society organizations and Indigenous representatives respectively to hear their views on when and how they would like to be consulted, and also used this opportunity to outline a new approach for engagement with respect to reporting on Canada’s international human rights obligations in advance of the appearance before the United Nations’ Committee on the Rights of the Child.

In support of the [Protocol for Follow-up to Recommendations from International Human Rights Bodies](#)^{xvii}, the Human Rights Program developed the Federal Human Rights Implementation Framework with the objective of offering a vision and concrete steps for strengthening the federal government’s implementation of Canada’s international human rights obligations.

In 2021–22, the Human Rights Program continued work in preparation for the upcoming Forum of Ministers on Human Rights, planned for spring of 2023.

Gender-based analysis plus

The primary objectives of Canada’s Anti-Racism Strategy are to increase equity of access among racialized communities, Indigenous Peoples, and religious minorities to employment, justice, and social participation. Taking intersectional factors of identities into account, the Strategy aims to increase understanding of the disparities faced by racialized communities, Indigenous Peoples, and religious minorities, and change public attitudes and practices with regard to perpetuating racism and discrimination.

The Anti-Racism Framework is being piloted by the Federal Anti-Racism Secretariat. It is a wraparound analytical framework and institutional process designed to empower public servants to advance systems change, from an intersectional anti-racism and equity perspective; and to strengthen institutional capacity to remove systemic barriers, identify gaps and design effective policies, programs, services and legislation that benefit all people in Canada.

Through Canada’s Anti-Racism Strategy, a \$3 million investment was made in an oversampling of Statistics Canada’s 2020 General Social Survey — Social Identity. The oversampling has obtained intersectional data such as gender, education and income level on various ethnocultural population groups.

The Multiculturalism and Anti-Racism Branch has also developed a survey for the Anti-Racism Action Program. This survey asks recipients to collect data on the gender, ethnicity, and religious affiliation of participants.

Program activities and funding touch on issues that affect various groups differently across Canada in consideration of GBA Plus, which is a factor in research projects and for grants and contributions project funding.

The percentage of funding allocated through the Court Challenges Program to ethnic, racial, or religious communities or initiatives varies each year as funding decisions are made by two independent expert panels—one for official language rights and one for human rights. However, it can be expected that a significant portion of the program budget will support cases that touch on issues of diversity and inclusion as vulnerable communities frequently seek to assert and clarify rights through legal challenges.

The Human Rights Program contributes to creating an environment that fosters a better knowledge and understanding of human rights by producing activities and educational content for the Canadian public. The Program leads promotional efforts to celebrate various commemorative days related to Human Rights such as Human Rights Day and National Child's Day.

Canadian Heritage collaborated with partners to facilitate meaningful opportunities for Indigenous governments and other Indigenous governing bodies and Indigenous organizations to participate in policy development and ensuring inclusive results.

Indigenous review committees established funding priorities for all Indigenous Language Component applications received by Canadian Heritage. Funding allocation and priorities took into account the specific needs of First Nations, Inuit and Métis Nation communities across all provinces and territories, on and off reserve or settlements, in large and small urban areas as well as in rural areas.

Indigenous languages are fundamental to the identities, cultures, spirituality, relationships to the land, world views and self-determination of Indigenous peoples. As all languages are important and none are considered safe, the Indigenous Languages and Cultures Program continued to provide support to communities for the reclamation, revitalization, maintenance and strengthening of their languages, regardless of the state of vitality of those languages.

The Exchanges Canada and Youth Take Charge programs assessed applications against the reach, diversity, and number of youth involved in the proposals. Altogether, youth-serving organizations funded by the Exchanges Canada Program delivered projects on a geographic and demographic scope and scale reflective of the overall Canadian youth population, which helped support gender and demographic diversity in programming.

As part of the Exchanges Canada and Youth Take Charge funding agreements, organizations were required to submit demographic information on participants. These data were tracked and monitored by the programs and were used to ensure that a range of

demographic groups, and youth from throughout Canada, had opportunities to be included in funded activities.

Youth as a population represent the full spectrum of Canadian diversity, where individuals all have diverse, numerous identities that intersect. This means that while youth may be the target beneficiaries, the results will inevitably apply to other demographic groups in tandem.

Canada's Youth Policy commits the federal government to applying a youth lens to policymaking, giving visibility to the Youth Policy and to youth voices in current policy processes. To support the federal government in applying a youth lens to policymaking, the Youth Secretariat is developing a Youth Impact Analysis tool which is expected to enhance GBA Plus and other relevant assessment tools.

The onboarding process for the 5th cohort of the Prime Minister's Youth Council was conducted in 2021–22, bringing together 10 dedicated and engaged youth. The selection process included measures and considerations to ensure that the Council reflects the full spectrum of the diversity of Canadian youth. Through their intersectional complementarity, members bring a unique vision to the specific set of challenges they have faced through their educational, professional, and personal experiences.

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

In 2021–22, initiatives related to Core responsibility 4 (Diversity and Inclusion) contributed to advancing the Sustainable Development Goals of Quality education (SDG 4); Gender equality (SDG 5); Reduced inequalities (SDG 10) and Peace, Justice and Strong Institutions (SDG 16).

The Indigenous Languages and Cultures Program supported quality education (SDG 4) through investments in Indigenous language learning, including language nests, language training for instructors, mentorship, immersion programs, audio and video recordings of fluent language speakers, and the development of language-learning resources. These activities are equally accessible to Indigenous girls, boys, men, and women, thus promoting gender equality (SDG 5).

Launched in 2019, Canada's Anti-Racism Strategy has guided the Department's efforts to address barriers to employment, justice and social participation among Indigenous peoples, racialized communities and religious minorities. The Strategy directly supported communities through \$70 million in funding provided for local, regional, and national initiatives through two funding streams: Community Support, Multiculturalism, and Anti-Racism Initiatives and Anti-Racism Action Program. These two funding streams respond directly to the goal of reducing inequalities (SDG 10) by offering support to racialized and equity-deserving communities.

Canada's Anti Racism Strategy created a Federal Anti-Racism Secretariat that leads a whole-of-government approach by helping departments and federal institutions identify

gaps and systemic barriers in policies, programs, legislation and international agreements, and identify opportunities for new responsive initiatives that affect the lives of racialized communities, Indigenous Peoples and religious minorities (SDG 16). In partnership with Women and Gender Equality Canada, the Federal Secretariat's interdepartmental COVID-19 and Equity-Seeking Communities Taskforce provided a space for federal institutions and organizations to engage directly with equity-deserving communities to ensure the federal response to COVID-19 is informed by the diverse needs of communities (SDG 5, SDG10).

The Court Challenges Program contributes to reducing inequalities (SDG 10) by providing financial support to Canadians to bring before the courts test cases of national significance that aim to clarify and assert certain constitutional and quasi-constitutional official language rights and human rights. The Program also provides a recourse for Canadians to clarify their rights, which contributes to strengthening Canadian institutions (SDG 16).

The Youth Engagement Program (Exchanges Canada and Youth Take Charge) brought together diverse youth, including youth from low-income households, to participate in exchanges and forums helping them to learn about Canada, connect with one another, and better appreciate their diversity and commonalities, supporting social cohesion by building bridges across economic strata (SDG 10). The Exchanges Canada Program, Youth Exchanges Canada component, for example, provided support to exchange organizations to ensure that youth from all economic backgrounds had equitable access to exchange opportunities, such as reciprocal exchanges between youth from different provinces/territories.

Drawing on Canada's Youth Policy, the Youth Secretariat contributed to inclusive and strong federal institutions (SDG 16) by creating meaningful opportunities for youth voices to be heard and respected facilitated by federal departments and agencies. Examples of these opportunities include facilitating discussions between State of Youth Report Youth Advisory Group members and Employment and Social Development Canada in summer 2021, growing a community of practice for other government department youth councils' coordinators, and the federal Youth Secretariat's support to the Youth Engagement Collaborative (co-led by RCMP and the Department of Justice) through presentations, active participation in meetings and providing members with youth engagement tools and resources (SDG 16).

Experimentation

The Federal Anti-Racism Secretariat piloted an Anti-Racism Framework to ensure that all programs, policies, services and legislation consider the needs and realities of all peoples in Canada. The draft Anti-Racism Framework was piloted with 16 departments, central agencies and whole-of-government anti-racism secretariats in 2021–22.

In support of the implementation of the *Indigenous Languages Act* and to better meet the needs of Indigenous peoples, the Indigenous Languages and Cultures Program provided

funding through more flexible terms and conditions. In 2021–22, the Program continued to improve delivery of funding by: increasing the maximum amount of grant agreements from \$60,000 to \$150,000; introducing two-year funding agreements; adding a new First Nation organization delivering the program to support First Nations in Nova Scotia to have more control over funding decisions; and increasing funding flexibility, including support for stipends and minor renovations.

The Department continued to work with Indigenous organizations and governing bodies to pilot a new distinction-based funding models for Indigenous languages. Through Budget 2021, funding was secured to support agreements under the *Indigenous Languages Act*, including continued support for two existing agreements. For the first time in 2021–22, Canadian Heritage provided \$3 million under the Tripartite Agreement with the Government of Nunavut and Nunavut Tunngavik Incorporated, which has the overall goal of increasing access to Inuktitut-language instruction in Nunavut. The Program also provided approximately \$1 million to support the Nisga'a Lisims Government in implementing its language revitalization plan.

Key risks

To ensure equitable access to funding by community-led organizations that work to confront racism and discrimination, the Program is continuing to make the case for additional resources for program delivery. In addition, in 2021–22, approximately 100 organizations were approved for funding under the Community Support, Multiculturalism, and Anti-Racism Initiatives Program's Community Capacity Building component. This component provides funding for capacity building projects that contribute to the recipient's ability to promote diversity and inclusion of racialized and religious minority communities, and Indigenous Peoples.

In response to inequalities exacerbated by COVID-19, the Federal Anti-Racism Secretariat has led on initiatives to help mitigate the effects of the pandemic on groups that were disproportionately affected. For example, the Federal Anti-Racism Secretariat provided a space for federal institutions and organizations to engage directly with equity-deserving communities to ensure the federal response to COVID-19 is informed by the diverse needs of communities.

The Program has reported on the results of Canada's Anti-Racism Strategy through a robust communication approach which consists of a newsletter sent out to over 11,000 stakeholders, and highlights how combatting racism and discrimination is a whole-of-government effort. The communication approach also consists of an [Annual Report on the Operation of the *Multiculturalism Act*](#)^{xviii}, and reports on both the results of the Strategy, and efforts across the Government to combat racism and discrimination, and promote a multicultural society.

Further to the formalization of the Forum of Ministers on Human Rights in November 2020, and in support of the Engagement Strategy on Canada's International Human

Rights Reporting Process, a regular schedule of engagement with partners and stakeholders was established around the cycle of the meeting to be held every two years.

To this end, the federal-provincial-territorial Senior Officials Committee Responsible for Human Rights held engagement sessions with civil society organizations and Indigenous representatives respectively to hear their views on when and how they would like to be consulted, and also used this opportunity to outline a new approach for engagement with respect to reporting on Canada's international human rights obligations in advance of the appearance before the United Nations' Committee on the Rights of the Child.

With the purpose of better meeting the needs expressed by First Nations, Inuit and Métis communities and organizations, the Indigenous Languages and Cultures Program continued to streamline its processes and increase efficiency in program delivery while exploring flexibilities for transfer payment program management.

The Program introduced multiyear funding in 2021–22 and 2022–23, benefitting 155 recipients. More predictable funding enables organizations and communities to reach their language revitalization objectives in a more effective manner. In addition to existing First Nations regional delivery organizations in British Columbia and Ontario, Mi'kmaw Kina'matnewey, a First Nation organization, also started to deliver funding to First Nations in Nova Scotia. In regions where funding was managed by Canadian Heritage, the Indigenous Languages and Cultures Program continued to work with First Nations, Inuit and Métis Indigenous Review Committees to seek Indigenous-led funding recommendations.

Results achieved for Diversity and inclusion

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Canadians value diversity	Percentage of Canadians who feel that ethnic and cultural diversity is a shared value.	85	December 2021	n/a	n/a	80 ²⁰
	Number of unique visitors to and downloads from the Multiculturalism Program's website	230,000	March 2022	209,183	403,786	469,231

²⁰ The results were published in 2021-22 based on data collected in 2020-21

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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	26.7 (Census 2016)	26.7 (Census 2016)	26.7 ²¹ (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	41.7 (Census 2016)	41.7 (Census 2016)	41.7 ²² (Census 2016)
	Percentage of Inuit speaking in an Inuit language	63.3	2021	64.3 (Census 2016)	64.3 (Census 2016)	64.3 ²³ (Census 2016)
	Number of participants in language-learning activities.	20,000	March 2022	12,223 ²⁴	n/a ²⁵	n/a ²⁵

²¹ Next Census data release is planned for fall 2022. 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.

²² Next Census data release is planned for fall 2022. In Census 2016, of all Métis (9,705) who reported being able to conduct a conversation in an Indigenous language, 41.7 percent (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 percent (75 people) more second-language speakers than in 2011.

²³ Next Census data release is planned for fall 2022.

²⁴ The statistics provided were the most recent data available and reflect the results for 2018–2019. This result is based on 100% of interim or final reports of funding recipients

²⁵ Due to the impacts of COVID-19 on program delivery, new data is not yet available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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 2023	82	81	75 ²⁶
	Percentage of participants in the Exchanges Canada Program who report having a greater appreciation of how diverse Canada is.	87	February 2023	87	86	81 ²⁶
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.	70	March 2022	78	57	41 ²⁷
Canadians value human rights.	Percentage of Canadians who feel that human rights are a shared value.	90	March 2022	n/a	n/a	n/a ²⁸
	Number of Canadians accessing the Government of Canada's website on human rights.	100,000	March 2022	684,994	864,417	653,377

²⁶ 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 2020–21.

²⁷ Fewer than expected requests were received by the Court Challenges Program, attributed to the pandemic.

²⁸ General Social Survey on identity results were last published in 2015 with 2013 data. New data is not yet available.

Budgetary financial resources (dollars) for Diversity and inclusion

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
153,821,012	153,821,012	209,717,740	172,146,413	18,325,401

Human resources (full-time equivalents) for Diversity and inclusion

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
180.5	234.3	53.8

Financial, human resources and performance information for Canadian Heritage's Program Inventory is available in [GC InfoBase](#).^{vi}

Core responsibility 5: 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.

Results

Canadian Heritage advances Core responsibility 5 through the Official Languages Support Programs. These Programs support 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. They foster 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*, a federal initiative for official languages.

Since March 2020, Official Languages Support Programs reprioritized their activities to help support recipients, including the arts and culture organizations in official language minority communities during the COVID-19 pandemic. In 2021–22, the Department continued to demonstrate flexibility and support departmental efforts to mitigate the impacts of the COVID-19 pandemic.

To support official languages minority communities through the pandemic, the Recovery Fund for Arts, Culture Heritage and Sport sectors and the Reopening Fund together delivered and will continue to deliver \$500 million over two years (2021–22 and 2022–23) across the arts, culture, heritage and sport sectors. Substantial investments were made to support Official Language Support Program clients who received emergency funding last year and who still require assistance with the modernization of their activities and operations for the post-COVID-19 period, and to support arts and culture organizations that are not Program clients, but meet the eligibility criteria, and have needs to relaunch their operations.

The actual spending budget allocated to this core responsibility was \$491,573,181 and was supported by a total of 163.3 actual full-time equivalents.

Canadians recognize and support Canada's official languages

In 2021–22, the Department worked to modernize and strengthen the *Official Languages Act*. Bill C-32 was developed with federal partners and tabled in June 2021. With the federal election call, Bill C-32 died on the order paper. Subsequently, the Department

developed Bill C-13, which presented strengthened measures and was tabled in Parliament in March 2022.

The Department pursued the implementation of the *Action Plan for Official Languages 2018–2023* through several projects and innovative initiatives. Some of these are:

- La brigade numérique, from the Fédération culturelle canadienne française, which proposes an accompanying route in digital development through experts, a community of mutual aid and training to artistic and cultural non-profit organizations of the de la Canadian and Acadian Francophonie, designed to encourage collaboration and sharing practices, know-how and tools.
- The post-secondary scholarship program in French as a second language (Association of Colleges and Universities of the Canadian Francophonie—ACUFC) which has continued to support youth whose first language is English, in the pursuit of their post-secondary studies in French.

In 2021–22, organizations working in the areas of arts, culture and heritage were still facing the challenges of the COVID-19 pandemic. More targeted initiatives have been supported with cultural activities online and virtual gatherings for seniors, from coast to coast to coast, to provide them with opportunities to be entertained and have exchanges between them. In order to meet the immediate needs arising from the COVID-19 situation, several projects were also supported to address the shortage of French-language teachers across the country, as part of the Teacher Recruitment and Retention Strategy.

In support of the next federal Strategy on Official Languages, the Department prepared to launch the 2022 Cross-Canada Consultations on Official Languages. Preparations consist of five consultation mechanisms, including 15 in-person forums across the country, formal consultations with provincial and territorial governments; a webpage dedicated to consultations and public online questionnaire; seven virtual thematic sessions; and a closing summit.

The Mauril application was launched by CBC/Radio-Canada in April 2021 and its web version in November, with the active participation of Canadian Heritage, under the terms of the Memorandum of Understanding signed between the public broadcaster and Canadian Heritage. The Department contributed directly to the Mauril dissemination process by amplifying CBC/Radio-Canada’s messages on its social networks (Facebook, Twitter) and by organizing presentations of the learning tool both internally and to external stakeholders. The Department also helped the public broadcaster build its network of stakeholders and experts dedicated to learning French or English as a second official language.

Work was undertaken with the Council of Ministers of Education, (Canada), to prepare for the renewal of the Protocol for Agreements for Minority-Language Education and Second-Language Instruction.

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

Canadian Heritage developed, in collaboration with Treasury Board Secretariat and the department of Justice Canada, the [Guide for Drafting Memoranda to Cabinet—Official Languages Impact Analysis^{xxix}](#) to encourage the systematic application of an official languages lens to all Government initiatives. In 2021–22, this tool was the subject of a public service-wide awareness campaign in official languages networks and in the network of parliamentary teams in collaboration with the Privy Council Office, as well as during a meeting of the Committee of Assistant Deputy Ministers for Official Languages in addition to being shared by the Deputy Minister of Canadian Heritage with all Deputy Heads.

Several activities were carried out to strengthen the Interdepartmental Coordination Network and implement the recommendations of the Interdepartmental Coordination Evaluation. Tools have been developed and made available to regional officers; performance objectives specific to the interdepartmental coordination role have been incorporated into the performance objectives of regional directors general; and planning and accountability have been strengthened through various mechanisms.

The Deputy Minister of Canadian Heritage received support in her role as champion of the official languages community, enabling her to, among other things:

- communicate tools and key messages to deputy heads of federal institutions;
- participate as a speaker in the virtual event [Linguistic Duality: A Symbol of Inclusion at the Heart of Canadian Values^{xx}](#) (2,500 participants);
- facilitate a talk on [The evolution of official languages^{xxi}](#) (over 1,000 participants) as part of the Best Practices on Official Languages Forum;
- act as the constituent authority for the Committee of Assistant Deputy Ministers for Official Languages; and
- deliver a message at the meeting of the Committee of Signatories of the Collaboration Agreement for the Development of Arts and Culture in the Francophone Minority Communities (2018–2023).

New tools have been developed for federal institutions and leaders that enhanced the Council of the Network of Official Languages Champions' Toolbox for the implementation of the *Official Languages Act*, namely the [Best Practices Digest: Fostering the Full Recognition and Use of both English and French in Canadian Society^{xxii}](#); the [Guide for Drafting Memoranda to Cabinet—Official Languages Impact Analysis^{xxiii}](#); and the video [Official Languages: Are you the Next Section 41 Leader?^{xxiv}](#).

Ongoing restrictions due to the COVID-19 pandemic period significantly impacted the delivery of the 2021 Explore and Destination Clic programs in person. Despite expectations, the student participation rate of the programming in virtual format was also adversely affected. The participation rate for programs in virtual format was approximately 30% of the target set.

Gender-based analysis plus

The Official Languages Branch conducted an in-depth annual update of its generic GBA Plus, which is the basis of the GBA Plus, for any specific policy or program development process has been developed. The generic GBA Plus presents the analysis of differentiated data on various topics relevant to the field of Official Languages (e.g., the demography of linguistic communities, the socio-economic performance of linguistic communities and the number of student enrollments in schools).

This official language data focused GBA Plus is, more than ever, an evergreen document that is used both by policy and program teams to make informed policy recommendations, based on up to date and documented data.

Concrete financial efforts are, moreover, devoted to obtaining new quality data in order to improve, on an ongoing basis, our analyses. In 2021, the Government of Canada committed to run a post-census survey on the vitality of Official-Language Minority Communities, starting with data from Census 2021 and the conducting of the Survey on the Official-Language Minority Population was started by Statistics Canada in 2022. Such seeks to gather data on linguistic minorities (Francophones outside Quebec and English Quebecers) to better identify their needs. This post-census survey, which benefits from 7.5 million in funding from Canadian Heritage, will be the second survey of its kind (only other unique and similar census done in 2016). Results of this very wide survey will serve to improve Canadians' access to services in the official language of their choice.

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

In 2021–22, initiatives related to Core responsibility 5 (Official Languages) contributed to advancing the Sustainable Development Goals of Quality education (SDG 4) and Reduced inequalities (SDG 10).

The Department demonstrated a commitment to quality education (SDG 4) by supporting the construction or renovation of educational and community infrastructure. The Community Spaces Fund which covers the costs associated with the construction, expansion and renovation/upgrade of buildings, awarded a funding of \$3.4 million over 3 years for the renovation of Guigues Hall at Saint Paul University and \$887,500 for the renovation of classrooms and common areas at the University of Hearst. Furthermore, the Université de l'Ontario français was officially inaugurated in November 2021 in downtown Toronto. The federal government funded 50% of the total cost of carrying out this project and has committed to funding the first four years, over \$63 million.

Canada's official languages, French and English, build bridges between English speakers, Francophones and Canadians of all origins. Initiatives launched through the Action Plan for Official Languages 2018–2023 contributed to reducing inequalities (SDG 10) and to promoting the inclusion of all Canadians in society.

Experimentation

As part of the implementation of innovative measures to better reach out to community members, Canadian Heritage has made use of the opportunities offered by telework and digital platforms to experiment with new practices for planning and holding official languages awareness events. Canadian Heritage collaborated with the Council of the Network of Official Languages Champions, the Canada School of Public Service and external organizations such as the Linguistic Duality Network to broaden the outreach events, traditionally reserved for the public service, to the Canadian public for the first time. More than 2,500 people from various communities registered for Linguistic Duality Day 2021 and more than 1,339 people registered for the Journée internationale de la Francophonie. A digital platform that allows for virtual interactive kiosks was also piloted and developed to reinvent event hosting. The digital shift and the great success of the experiments conducted will allow Canadian Heritage and its partners to continue to innovate with regard to official languages events and an expanded audience across Canada.

Key risks

In order to address, among other things, the growing concern about the decline of the French language in Canada, including Quebec, the Department tabled Bill C-13 in Parliament on March 1, 2022. Bill C-13 proposes significant amendments to the *Official Languages Act* to address, among other things, the decline of French across the country. The Department has also supported several projects to address the shortage of French-language teachers across the country as part of the Teacher Recruitment and Retention Strategy. Finally, Canadian Heritage actively participated in the launch of the “Mauril” application, under the terms of a memorandum of understanding signed between the Department and CBC/Radio-Canada. Mauril is a new free digital platform, using the varied, stimulating and entertaining content of the CBC and Radio-Canada as a source for learning French and English.

Results achieved for Official languages

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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 2022	60	60	60
	Number of Canadians who can conduct a conversation in their second official language.	6,200,000	March 2022	6,216,070	6,216,070	6,216,070

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
	Maintenance of the 85% baseline of Official-Language Minority Communities who live within a 25 km radius of a cultural/artistic organization.	85	March 2022	89.8	85.7	85.7
	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 2022	86	87.3	87.3
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	March 2022	n/a	73.4	n/a ²⁹

Budgetary financial resources (dollars) for Official languages

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
454,761,725	454,761,725	601,084,842	491,573,181	36,811,456

Human resources (full-time equivalents) for Official languages

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
150.9	163.3	12.4

Financial, human resources and performance information for Canadian Heritage's Program Inventory is available in [GC InfoBase](#).^{vi}

²⁹ Results will not be available until later in 2022.

Internal services

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 service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- Acquisition management services
- Communication services
- Financial management services
- Human resources management services
- Information management services
- Information technology services
- Legal services
- Material management services
- Management and oversight services
- Real property management services

Management and oversight services

In 2021–22, Canadian Heritage launched the Equity, Diversity and Inclusion Review, a two-year project which aims to improve access to the Department’s programs for equity-deserving groups. The purpose of this work is to understand how communities want to interact with the Department; deepen knowledge of systems and barriers that confer advantage to some and impair access for others; and identify and mainstream emerging practices for responsive and supportive relationships with communities. Three cohorts of programs across arts, culture, heritage and sport sectors are collectively examining inequities in policy and program design, biases and assumptions, the impacts of a colonial legacy, and ways forward. Knowledge gathering through interviews, questionnaires, literature review and a Working Group will further inform the project. To date (June 2022), seven programs and more than 30 staff have participated in the Review.

In addition, and to further enhance the Department’s work in equity, diversity and inclusion, several complementary and intersecting initiatives were carried out in 2021–22, detailed in the supplementary information table on Gender-Based Analysis Plus (GBA Plus). Measures include promoting new GBA Plus tools, reinvigorating the Department’s Community of Practice and working to improve data collection.

The improvement of the collection of disaggregated data and strengthening reporting requirements regarding GBA Plus continued into 2021–22. Several products were delivered this year, including a GBA Plus data framework report from Statistics Canada,

a literature review on advancing equity, diversity and inclusion in the arts, culture, heritage and sport sectors, and the Arts and Heritage Access and Accessibility Survey 2021 that included a pilot online platform and additional GBA Plus questions.

The disruption of the COVID-19 pandemic has shifted the focus of the data strategy to data literacy and training activities for employees on research ethics, and equity, diversity and inclusion initiatives. For instance, the Department produced and made available to employees a series of data literacy products, and intranet messages on training and data best practices. A concerted effort made to define, incorporate and communicate research ethics protocols into departmental research activities. The Policy Research Group has been working to incorporate the ethical considerations of human-centred research into the existing Canadian Heritage Scientific Integrity Policy and is currently exploring options for a research ethics review process for the Department. A presentation was given at multiple governance committees, and to groups seeking guidance on human-centred research activities.

Several initiatives have been undertaken to document the impact of COVID-19 to support recovery and reopening activities (e.g., Survey of Emergency Fund Recipients, National Culture Indicators, Survey on Recovery and Reopening). Various initiatives have been launched to simplify communication and data sharing (e.g., plain language training for accessibility, Power BI deployment). Research and data projects continue to be shared on the Canadian Open Data Portal, both on the open data side and the open information side.

A collaboration between the Chief Information Officer Branch and the Analytics and Data team highlights Canadian Heritage's efforts to deploy a suite of statistical tools that enable data visualization and advanced modelling. The suite of tools will allow for the exploration of artificial intelligence, machine learning and advanced data management.

The Department participated in numerous interdepartmental working groups and tables related to Data Strategies for the Government of Canada, ensuring that best practices and insights from across the federal public service are incorporated into all Data Strategy activities at Canadian Heritage, considering both new data investments since the onset of COVID-19 and continuing investments of essential data, such as National Culture Indicators and Provincial and Territorial Culture Indicators.

The Department also conducted a pilot project with Statistics Canada to measure the social impacts of culture and the arts on Canadians (the Pilot Project on Everyday Well-Being), and these data are currently being analyzed. The Department also contributed to a multi-stakeholder research project to measure the impacts of arts organizations across Canada (the Research in Residence: Civic Impact of the Arts project), which is ongoing.

In 2021–22, the Evaluation Services Directorate worked on 14 evaluation projects covering 18 programs and initiatives; six evaluations were completed. The evaluation of the Department's response to the COVID-19 pandemic has been postponed to 2023.

In 2021–22, the Evaluation Services Directorate dedicated effort on improving its ability to integrate questions related to GBA Plus, equity and diversity, accessibility, and sustainable development. The Evaluation Services Directorate drafted an internal tool for evaluators to better integrate questions and indicators to assess the progress of programs in meeting commitments to equity-deserving groups and in addressing complex questions related to diversity and inclusion, including notions of accessibility, anti-racism, reconciliation between Indigenous peoples and non-Indigenous Canadians, GBA Plus and 2SLGBTQI+. The tool will be fully piloted in 2022–23.

With its Employment, Equity, Diversity and Inclusion Strategy, the Department sought to further greater recruitment, retention and promotion of persons with disabilities and improve its accommodation processes. Canadian Heritage became an early adopter of the Government of Canada Accessibility Passport. It introduced a single window approach and a central fund to accommodation.

Canadian Heritage explored how to improve the reach of its programs and services. It provided information in multiple formats and increased its accessible channels of communications online. This resulted in more groups and individuals from the disability community benefitting from these programs. It cofounded a Community of Practice for Accessible Communications with over 200 members.

Canadian Heritage's Accessibility Office developed the framework for the Department's first Accessibility Plan, based on significant intersectionality research, surveys, and engagement across the Department. The Plan is an important milestone supporting the vision of a barrier-free Canada for the 6.2 million Canadians living with disabilities. It will be used to measure and report on results on an annual basis. The Plan will be made public and submitted to the Accessibility Commissioner at the Canadian Human Rights Commission by December 31, 2022.

Human resources management services

During 2021–22 and in the context of the COVID-19 pandemic, the Department's Human Resources and Workplace Management Branch provided human resources services to ensure that every employee can continue working remotely with the appropriate equipment, tools and resources they need, while ensuring seamless service delivery to Canadians.

In September 2021, the Department officially launched its Employment Equity, Diversity and Inclusion Strategy 2021–24. With the implementation of this new strategy, Canadian Heritage aims to build a diversity-rich culture within an environment that values belonging, where everyone can strive and realize their full potential.

In order to empower the various key players to ensure optimal efficiency and maximize the reach of their initiatives, the Department added two new committees to its governance at various levels. The Employment Equity, Diversity and Inclusion Committee and Accessibility Advisory Committee are mandated to provide strategic advice and guidance

consistent with the Department’s cultural vision on issues related to inclusion, diversity, equity, accessibility, anti-racism and all forms of discrimination. These committees are also a platform to consult with the various Employment Equity, Diversity and Inclusion committees, groups and networks within the Department. They will help facilitate the engagement process of various marginalized groups within the Department.

To facilitate culture change, engagement meetings with the management forum are held regularly to have critical and frank discussions about equity, diversity and inclusion. This forum allows the Human Resources and Workplace Management Branch to gauge remaining barriers in internal programs and find solutions that meet the needs.

Canadian Heritage put in place requirements in response to the implementation of the *Work Place Harassment and Violence Prevention Regulations* and is continually promoting mandatory training.

In 2021–22, the Department continued its participation as a pilot in the Design and Experimentation phase of the NextGen HR to Pay initiative. The official launch of the Design and Experimentation phase took place in December 2021 and allowed NextGen to better meet the diverse human resources and remuneration needs of federal employees across Canada, now and into the future. Between January to March 2022, Canadian Heritage subject matter experts contributed to Business Transformation, Discovery and Data mapping sessions to assist the new supplier in understanding current processes, recommend improvements and determine what will be needed to be configured to ensure the system will function correctly in the future.

The Department ensured continued support for the physical and virtual well-being of its employees by offering activities, training sessions and informational sessions on various topics such as wellness, mental health, the Future of Work and modernization of the workplace. The annual Well-being and Mental Health Survey results administered in 2021 will be incorporated into the review, development and implementation of the Workplace Well-being Action Plan. While the Department started depersonalization of offices in Les Terrasses de la Chaudière, modernization projects were completed under the GC Workplace design for two regional offices including Moncton and St. John’s.

Information management, information technology and security services

In support of Canadian Heritage’s efforts to strengthen its information management resources and promote sound recordkeeping practices, the Department undertook an Information Management Practice Project. Workshops were held across the Department to educate employees on their policy- and legislation-driven information management responsibilities. The workshops also provided the basis for discussion around employee understanding of the risks associated with improperly handling both transitory information and information records of business and enduring value. As a result,

employees have been better equipped to clearly identify areas of risk relevant to their teams and have more concrete language to ask questions.

The Department provided various data analytics tools to strengthen and manage decision-making by benefitting from real-time updates on the status of files and better identify priorities.

Canadian Heritage developed an Accessible Information and Communications Technology (ICT) Action Plan framework, which provides an integrated view of three technical dimensions for accessible ICTs: Software, Information & Communications Technology Devices and Adaptive Tools, Techniques and Technologies. The Framework also aims to provide the governance and processes by which we will plan, provision, and support the use of these technical dimensions. The Action Plan provides an Accessible ICT Current-State Assessment, which was informed by several engagements and consultations at the GC and departmental level, including consultations with persons with disabilities.

In 2021-22, the Department updated the Open Government Portal with 75 datasets and 75 records. Canadian Heritage also continues to comply with the release of proactive disclosures.

The Department modernized collaboration and communications tools to allow departmental employees to work from anywhere using government issued devices, with greater flexibility to work in new ways, while adapting to a primarily remote workforce due to the pandemic.

On May 31, 2021, the Canadian Heritage Funding Portal (My PCH Online) was launched. During 2021-22, some programs were onboarded to the Canadian Heritage Funding Portal, including for Official languages, Sport Support Program, Celebrate Canada and the Museums Assistance Program. The Department also expedited the implementation of an online portal to support the delivery of temporary emergency support grants and contributions funding for the Museums Assistance Program Recovery Fund and the Canada Periodical Fund Recovery Fund.

Sustainable Development Goals

The initiatives and activities delivered strengthen and support the Department of Canadian Heritage's mandate to better serve Canadians in the digital era. The goal is to enhance decision-making, improve efficiency, and provide effective digital services by efficient management of our data and informational resources. This means providing the right information at the right time in order to meet the information needs of our stakeholders and partners across Canada. This in turn contributes to efforts relating to SDG 9 by focusing on mobile services that increase the connections between people by strengthening the ties of sharing and collaboration.

Budgetary financial resources (dollars) for Internal services

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
84,128,073	84,128,073	99,113,276	100,578,014	16,449,941

Human resources (full-time equivalents) for Internal services

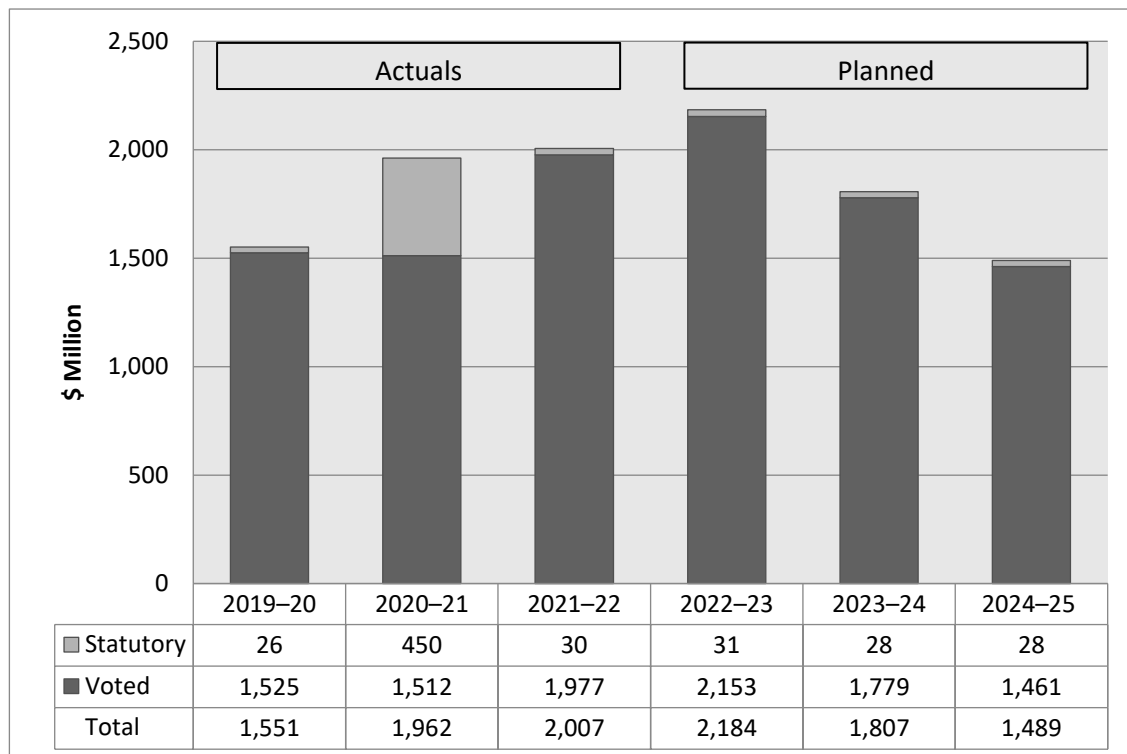
2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
712.6	739.3	26.7

Spending and human resources

Spending

Spending 2019–20 to 2024–25

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



The COVID-19 Emergency Support Fund, which allocated statutory funding to departments, to provide additional temporary relief to cultural, heritage and sport organizations affected by the pandemic and the funding provided to students and youth (also statutory) explains the significant increase in statutory spending in 2020–21. The Emergency Support Fund was intended to provide temporary financial support to organizations in these sectors that complements the government’s existing COVID-19 support measures for wages and fixed costs for organizations. Approximately 5,000 recipients whose viability had been affected by the COVID-19 pandemic received \$420 million in funding directly from the Department to help maintain jobs and support business continuity. Additional payments were also made by third-party organizations to final recipients.

For 2021–22, 2022–23 and 2023–24, to promote recovery from the pandemic for heritage, arts, and sport sectors that contribute so much to the cultural life of Canada, the 2020 Fall Economic Statement and Budget 2021 allocated unprecedented investments of \$2.3 billion to Canadian Heritage and its Portfolio organizations for a variety of programs. These range from supports to performing arts festivals and community-based

cultural events, celebrations and commemorations to support for Canadian musicians, concert venues, producers, and distributors; funding for arts and heritage institutions to help upgrade their facilities to meet public health guidelines; and funding for community sports.

In addition, Budget 2021 announced the \$300 million Recovery Fund to help restore immediate viability for organizations with pandemic-related financial needs and help them adapt to post-pandemic realities and \$200 million Reopening Fund to support local festivals, community cultural events, outdoor theatre performances, heritage celebrations, local museums, amateur sport events, and more, while ensuring events comply with local public health measures.

Furthermore, for 2022–23, the Canada Performing Arts Worker Resilience Fund, announced in the 2021 Fall Economic Statement, will help retain specialized workers in the sector during a period of heightened precarity for the cultural workforce.

Also contributing to the increase in 2021–22 spending and 2022–23 and 2023–24 planned spending is the three-year investment announced in Budget 2021, starting in 2021–22 to support second-language learning, high-quality post-secondary minority-language education and the construction, renovation and expansion of educational and community spaces that serve official language minority communities and the additional funding to support Indigenous communities in their efforts to reclaim, revitalize, maintain and strengthen Indigenous languages.

The increase in 2021–22 spending and 2022–23 planned spending is impacted by Budget 2021 announcement of an investment for Indigenous Reconciliation and Strength for Indigenous Women and Girls through Sport to ensure that Indigenous women and girls have access to meaningful sports activities through the Sport for Social Development in Indigenous Communities Initiative and to respond to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Lastly, the increase in 2021–22 spending and planned spending of 2022–23 results from the announcement in the 2020 Financial Economic Statement to expand Canadian Heritage’s Community Support, Multiculturalism and Anti-Racism Initiatives Program and its Anti-Racism Action Program and to enhance Canadian Heritage’s capacity to deliver on the government’s anti-racism objectives by supporting its Multiculturalism and Anti-Racism Branch, including the Anti-Racism Strategy.

Starting in 2023–24 and for future years, planned spending decreases due to temporary funding and return to pre-COVID-19 level.

Budgetary performance summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Creativity, arts and culture	495,939,870	495,939,870	693,223,296	538,211,248	804,292,504	542,853,062	811,416,984	786,146,182
Heritage and celebration	99,828,478	99,828,478	190,685,235	127,461,539	181,232,956	123,860,201	162,057,233	170,227,101
Sport	248,100,659	248,100,659	327,068,407	234,651,201	343,649,949	243,114,183	321,270,921	285,863,288
Diversity and inclusion	153,821,012	153,821,012	260,786,472	289,843,136	209,717,740	132,989,704	107,737,768	172,146,413
Official languages	454,761,725	454,761,725	622,859,750	536,761,136	601,084,842	423,334,498	462,296,619	491,573,181
Subtotal	1,452,451,744	1,452,451,744	2,094,623,160	1,726,928,260	2,139,977,991	1,466,151,648	1,864,779,525	1,905,956,165
Internal Services	84,128,073	84,128,073	89,741,629	80,554,265	99,113,276	84,423,303	96,762,722	100,578,014
Total	1,536,579,817	1,536,579,817	2,184,364,789	1,807,482,525	2,239,091,267	1,550,574,951	1,961,542,247	2,006,534,179

Creativity, Arts and Culture: In 2021–22, the upwards spending profile can still be seen, as a result of the COVID-19 pandemic. The implementation of the Emergency Support Fund to support cultural, heritage and sport organizations affected by the COVID-19 pandemic first explains the significant increase in spending which started in 2020–21, more specifically in the following programs: Canada Media Fund, Canada Periodical Fund, Canada Music Fund and Canada Book Fund.

The sunset of the Emergency Support Fund in fiscal year 2020–21 is partially compensated by expenditures in 2021–22 associated with temporary funding measures announced in:

- the 2020 Fall Economic Statement to help stabilize the overall environment for the live arts and music sectors;
- Budget 2021 to support the cultural sector, including the two-year funding totalling \$500 million to support the recovery in the heritage, arts, culture, and sport sectors and the reopening for events and in-person experiences; and
- the 2021 Fall Economic Statement with new funding in 2022–23 for the Canada Performing Arts Workers Resilience Fund.

For future years, starting in 2023–24, planned spending is projected to return to pre-COVID-19 level and will decrease due to the end of temporary funding such as the 5-year investment to support Canada's Creative Export Strategy, which aims to foster the

export of Canadian creative works, the end of the funding for Protecting Canada’s Democracy Project to address online disinformation and the end of the funding received to support the production of original civic journalism for underserved communities.

Heritage and Celebration: The steep increase observed in 2020–21 spending continues in 2021–22 and forecasted in 2022–23. The former is a result of payments made by the Department for the COVID-19 Emergency Support Fund for Cultural, Heritage and Sport Organizations as well as payments to support students and youth impacted by COVID-19, more specifically in the following programs: Museums Assistance Program and Building Communities through Arts & Heritage.

The latter, respectively 2021–22 and 2022–23, is due to new temporary funding measures announced in the 2020 Fall Economic Statement and in Budget 2021 including the two-year funding totalling \$500 million to support the recovery in the heritage, arts, culture, and sport sectors and the reopening for events and in-person experiences. These initiatives offset the sunset of the Emergency Support Fund in 2020–21 and partially compensate for it. Also, new funding was received to support performing arts festivals, cultural events, arts and heritage institutions, celebrations, and commemorations to address pressures facing the arts and heritage sectors as well as to commemorate the history and legacy of residential schools. Budget 2021 further announced funding to support the digitization of information and collections by non-national museums and heritage institutions and funding for the Royal Canadian Mounted Police Heritage Centre as it begins the process of transitioning to a national museum.

Future years’ planned spending starting in 2023–24 is foreseen to return to pre-COVID-19 level.

Sport: The implementation of the Emergency Support Fund to support cultural, heritage and sport organizations affected by the COVID-19 pandemic explains the significant increase in spending in 2020–21, more specifically in the following programs: Sport Support Program and Athlete Assistance Program. The increase in 2020–21 is partially offset by the decrease in spending for the Hosting Program resulting from major sporting events being cancelled or postponed, such as the 2020 Summer Olympics, the North American Indigenous Games, and many other national and international competitions. This level of uncertainty also affected the 2021–22 fiscal year.

For 2021–22 and 2022–23, the sunset of the Emergency Support Fund is partially compensated by temporary funding measures announced in Budget 2021 to support the cultural sector, including the two-year funding totalling \$500 million to support the recovery in the heritage, arts, culture, and sport sectors and the reopening for events and in-person experiences, as well as by funding for the Indigenous Reconciliation and Strength for Indigenous Women and Girls through Sport for Social Development and Community Sport for All initiatives.

The sunset of these temporary funds explains the decrease in Planned Spending starting in 2023–24 and future years.

Diversity and Inclusion: New permanent funding was received in 2019–20 to preserve, promote and revitalize Indigenous languages. Additionally, 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 decrease in spending observed in 2020–21 is mainly due to the end of funding for the Michaëlle Jean and the Rideau Hall Foundations as both organizations have reached the maximum available matching funds specified in their respective grant agreements. Also, contributing to the decrease in 2020–21 is the reduced spending in the Exchanges Canada Program due to related restriction on travel and in-person gathering following the COVID-19 pandemic and time-limited funding to strengthen Multiculturalism to address racism and discrimination which sunset in 2021–22.

The two-year funding announced in the 2020 Fall Economic Statement to expand Canadian Heritage’s Community Support, Multiculturalism and Anti-Racism Initiatives Program and its Anti-Racism Action Program, and to enhance Canadian Heritage’s capacity to deliver on the government’s anti-racism objectives by supporting its Multiculturalism and Anti-Racism Branch, including the Anti-Racism Secretariat partially explains the increase in 2021–22 spending and 2022–23 planned spending.

Also contributing to the increase starting in 2021–22 to 2023–24 is the additional funding announced in Budget 2021 to Indigenous communities in their efforts to reclaim, revitalize, maintain, and strengthen Indigenous languages.

The sunseting of these temporary funds explains the decrease in Planned Spending starting in 2024–25 and future years.

Official languages: New funding was received in 2019–20 for 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 overall increase is the following funding: the ten-year investment to support educational infrastructure projects for official languages minority communities in the provinces and territories (Budget 2017), the 4-year funding to Enhance Support for Minority-Language Education in Canada (sunseting in 2022–23) and the 3-year funding for the Post-Census Survey on Official Language Minority Communities which decreases and sunsets in 2022–23.

The three-year investment, announced in Budget 2021, starting in 2021–22 to support second-language learning, high-quality post-secondary minority-language education and to the construction, renovation and expansion of educational and community spaces that serve official language minority communities explains the increase in 2021–22 actuals and the forecasted planned spending in 2022–23. For 2021–22, a large portion of this new funding was not spent due to the restrictions imposed to contain the spread of

COVID-19 that caused significant disruptions and delays in the delivery of official languages support programs.

Internal Services: The actual spending in 2019–20 was relatively stable. During 2020–21, punctual investments were made in informatics to provide equipment and tools to adapt to a new remote workplace environment because of the COVID-19 pandemic. A temporary portal for the delivery of COVID-19 emergency funding was launched during the year with an accompanying client support model, allowing the intake of over 2,500 applications for funding. This portal helped advance the work towards the My PCH Online project which aims to develop and implement an integrated online portal for clients to submit applications. Investments will continue to be made to support the delivery of Canadian Heritage’s initiatives and services.

Furthermore, Internal Services received temporary funding for the measures announced in the 2020 Fall Economic Statement and in Budget 2021 including the two-year funding totalling \$500 million to support the recovery in the arts, culture, heritage and sport sectors and the reopening for events and in-person experiences to support a wide range of activities to ensure proper support is available to carry out the departmental mandate.

For future years, especially in 2023–24, planned spending decreases and stabilizes due to the sunseting of the temporary funding and the sunseting of funds dedicated to investments in departmental transformation efforts to modernize departmental processes.

Human resources

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Creativity, arts and culture	423.9	416	423.7	430.2	431.5	407.5
Heritage and celebration	319.4	286.8	295.1	323.9	326.6	319.5
Sport	103.5	96.4	97.2	100.6	105.9	100.9
Diversity and inclusion	164.1	194.8	180.5	234.3	217.8	199.6
Official languages	150.8	148.8	150.9	163.3	160.9	158.4
Subtotal	1,161.7	1,142.8	1,147.4	1,252.3	1,242.7	1,185.9
Internal Services	681.6	701.6	712.6	739.3	823.6	794.8
Total	1,843.3	1,844.4	1,860	1,991.6	2,066.3	1,980.7

Creativity, Arts and Culture: The actual full-time equivalents in 2019–20 are stable and decrease in 2020–21 mainly due to the completion of the work for the review and

modernization of the *Broadcasting Act*, to unexpected employee departures and the time required to find replacements. The full-time equivalents increase again in 2021–22 and 2022–23 as a result of anticipated staffing and due to the two-year funding received in Budget 2021 to support the recovery in the heritage, arts, culture, and sport sectors and the reopening for events and in-person experiences to support program delivery. Fulltime equivalents decrease starting in 2023–24 due to the sunseting of temporary initiatives.

Heritage and Celebration: The decrease observed in 2020–21 is mostly due to the virtual delivery of events such as Canada Day, Winterlude as a result of the COVID-19 pandemic and associated restrictions. The full-time equivalents increase again in 2021–22 and stabilizes to pre-pandemic levels.

Sport: The actual full-time equivalents in 2020–21 decreases and stabilizing in subsequent years due to unexpected employee departures and the time required to find replacements.

Diversity and Inclusion: The increase in the actual full-time equivalents in 2020–21 is due to the new time-limited funding to support the creation of a new Anti-Racism Strategy with a related Anti-Racism Secretariat (time-limited funding ending in 2021–22), the new ongoing funding to Preserve, Promote and Revitalize Indigenous languages announced in Budget 2019, and the transfer of the Youth and the 2SLGBTQI+ Secretariats from the Privy Council Office.

The increase in full-time equivalents continues in 2021–22 and then decreases in 2022–23 due to the two-year funding to expand Canadian Heritage’s Community Support, Multiculturalism and Anti-Racism Initiatives Program and its Anti-Racism Action Program, and to enhance Canadian Heritage’s capacity to deliver on the government’s anti-racism objectives by supporting its Multiculturalism and Anti-Racism Branch, including the Anti-Racism Secretariat. Also contributing to the increase starting in 2021–22 to 2023–24 is the additional funding announced in Budget 2021 to Indigenous communities in their efforts to reclaim, revitalize, maintain, and strengthen Indigenous languages. The 2SLGBTQI+ Secretariat was transferred to Women and Gender Equality Canada in 2021–22 and contributes to the small decrease starting in 2022–23.

Official languages: Starting in 2021–22, a portion of the increase in the actual full-time equivalents is explained by the three-year investment announced in Budget 2021 to support second-language learning, high-quality post-secondary minority-language education and to the construction, renovation and expansion of educational and community spaces that serve official language minority communities and by the two-year funding to support the recovery in the arts, culture, heritage and sport sectors and the reopening for events and in-person experiences to support program delivery.

Internal Services: The actual full-time equivalents increase in 2020–21 and subsequent years to ensure proper support is available to carry out the Departmental mandate. Furthermore, Internal Services received a portion of the temporary funding measures announced in the 2020 Fall Economic Statement and in Budget 2021 including the two-

year funding totalling \$500 million to support the recovery in the heritage, arts, culture, and sport sectors and the reopening for events and in-person experiences. The Full-Time Equivalents for the corporate services are required for a wide range of activities to ensure proper support is available to carry out the departmental mandate. The high level of full-time equivalents for future years is also explained by the five Ministers offices responsible for the delivery of Canadian Heritage’s mandate, which will be fully staffed starting in 2022–23.

Expenditures by vote

For information on Canadian Heritage’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).^{xxv}

Government of Canada spending and activities

Information on the alignment of Canadian Heritage’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).^{vi}

Financial statements and financial statements highlights

Financial statements

Canadian Heritage’s financial statements (unaudited) for the year ended March 31, 2022, are available on the [departmental website](#).^{xxvi}

Financial statement highlights

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of Canadian Heritage’s financial position and the net cost of operations before government funding and transfers. The unaudited financial statements have been prepared using the Government’s accounting policies, which are based on Canadian public sector accounting standards.

Restrictions imposed to contain the spread of COVID-19 caused significant disruptions and delays in the delivery of some programs which are evidenced in the financial statements. Despite this, the Department made a significant effort to mitigate the effects of the pandemic. It provided support to the cultural, heritage and sports sectors in 2021–22, which were among the hardest hit by the pandemic. It also provided support to empower Indigenous, Black, and racialized artists and journalists to tell their own stories and Indigenous partners to preserve, promote and revitalize Indigenous languages in Canada.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (in thousands of dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	1,570,066	2,035,895	2,000,375	465,829	35,520
Total revenues	8,693	6,940	8,116	(1,753)	(1,176)
Net cost of operations before government funding and transfers	1,561,373	2,028,955	1,992,259	467,582	36,696

The Department's actual cost of operations increased from the previous year's total by \$36.7 million (2%). This is largely explained by increases in the Official Languages and the Diversity and Inclusion core responsibilities which were offset by decreases in the Sport and the Creativity, Arts and Culture core responsibilities.

- The increase in the Official Languages core responsibility was to make high-quality post-secondary minority language education available across Canada and support students in learning a second language, as well as to support educational infrastructure projects for official languages minority communities in the provinces and territories.
- The increase in the Diversity and Inclusion core responsibility was to support the reclamation, revitalization, and strengthening of Indigenous languages as a foundation for culture, identity, and belonging, and to support the Anti-Racism Secretariat to launch a new Anti-Racism Strategy and National Action Plan on Combatting Hate.

The decreases observed in the Sport and the Creativity, Arts and Culture core responsibilities are due to the increased materiality of COVID-19 Emergency Support Fund one-time payments made in 2020–21 compared to funding disbursed in 2021–22 to support the recovery from the pandemic. While the net effect was an overall decrease in these programs, it is worth noting that funding provided in 2021–22 was used:

- To promote the recovery from the pandemic, to help remove barriers to participation in sport, help community organizations kick-start local organized sport, and support the reopening of events and in-person experiences in the Sport program.

- To support Canadian feature films and television productions, increase the presence of French-language productions, and increase support for productions led by people from equity-deserving groups in the Canada Media Fund.
- To provide top-up payments for all eligible periodicals as well as support for free, digital, and small-circulation magazines who were not eligible for support from the Canada Periodical Fund, Aid to Publishers component.
- To provide top-up payments to publishers already receiving the Support for Publishers funding and to encourage the recovery via the Canada Periodical Fund, Aid to Publishers component.
- To invest in the continued development of Indigenous artists, Francophone artists from official language minority communities, artists from visible minorities, and develop audiences for Canadian artists outside of Canada via the Individual Initiatives component of the Canada Music Fund.
- To help arts and heritage institutions upgrade their facilities to meet public health guidelines via the Canada Cultural Spaces Fund.
- To help alleviate the financial impacts of the COVID-19 pandemic and provide support to organizations who are experiencing significant viability and business continuity challenges via the Canada Arts Presentation Fund.
- To support the arts sector’s recovery from the COVID-19 pandemic and to address historic inequities for Indigenous and racialized arts training organizations via the Canada Arts Training Fund.

The Department’s actual cost of operations in 2021–22 compared to planned results is higher by \$467.6 million (30%). This is explained by additional funding received during the fiscal year as part of the Supplementary Estimates process which were not in the initial plan for the fiscal year. This additional funding, adjusted for accruals, is presented under the Forecast Results in the Future-Oriented Statement of Operations included in the 2022–23 Departmental Plan. The forecast results net cost of operations for 2021–22 is \$2,170.3 million, which is \$609.9 million more than initial planned results of \$1,561.4 million.

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (in thousands of dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	577,219	458,106	119,113
Total net financial assets	559,955	439,284	120,671
Departmental net debt	17,264	18,822	(1,558)
Total non-financial assets	10,902	13,719	(2,817)
Departmental net financial position	(6,362)	(5,103)	(1,259)

The departmental net financial position was (\$6.4) million in 2021–22, an increase of \$1.3 million (25%) over the previous year’s net financial position of (\$5.1) million. This increase is largely explained by the larger decrease in non-financial assets \$2.8 million compared to the \$1.5 million decrease in net debt.

Total net liabilities were \$577.2 million at the end of 2021–22, an increase of \$119.1 million (26%) over the previous year’s total liabilities of \$458.1 million. The increase is mainly explained by accounts payable and accrued liabilities related to contribution agreements not paid out prior to closing of the fiscal year or existing agreements pending the receipt of the recipient’s final report to issue the final payment. Most of the contribution agreements were related to Federal/Provincial and Territorial agreements in the Official Languages program.

Total net financial assets were \$560 million at the end of 2021–22, an increase of \$120.7 million (27%) over the previous year’s total net financial assets of \$439.3 million. The increase is explained by the amount under “Due from the Consolidated Revenue Fund (CRF),” which represents the amount of cash that the Department is entitled to draw from the CRF without further appropriations, to discharge its liabilities. It is the result of timing differences at year-end between the recognition of certain transactions and the disbursement of receipt of funds.

Total non-financial assets were \$10.9 million at the end of 2021–22, a decrease of \$2.8 million (20%) from the previous year’s total non-financial assets of \$13.7 million. The decrease is largely explained by a \$2.3 million reduction applied to the asset under construction associated with the development of an online portal as certain portions of previous investments made will not be integrated into the solution being developed as part of the My PCH Online project (Grants and Contributions online application system).

The 2021–22 planned results information is provided in [Canadian Heritage’s Future-Oriented Statement of Operations and Notes 2021–22](#)^{xxvii}.

Corporate information

Organizational profile

Appropriate ministers:

- The Honourable Pablo Rodriguez, P.C., M.P.
Minister of Canadian Heritage
- The Honourable Ginette Petitpas Taylor, P.C., M.P.
Minister of Official Languages and Minister responsible for the Atlantic Canada Opportunities Agency
- The Honourable Ahmed Hussen, P.C., M.P.
Minister of Housing and Diversity and Inclusion
- The Honourable Marci Ien, P.C., M.P.
Minister for Women and Gender Equality and Youth
- The Honourable Pascale St-Onge, P.C., M.P.
Minister of Sport and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec

Institutional head: Isabelle Mondou

Ministerial portfolio: Department of Canadian Heritage

Enabling instrument: [*Department of Canadian Heritage Act*](#)^{xxviii}

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 [Canadian Heritage's website](#)^{xxix}.

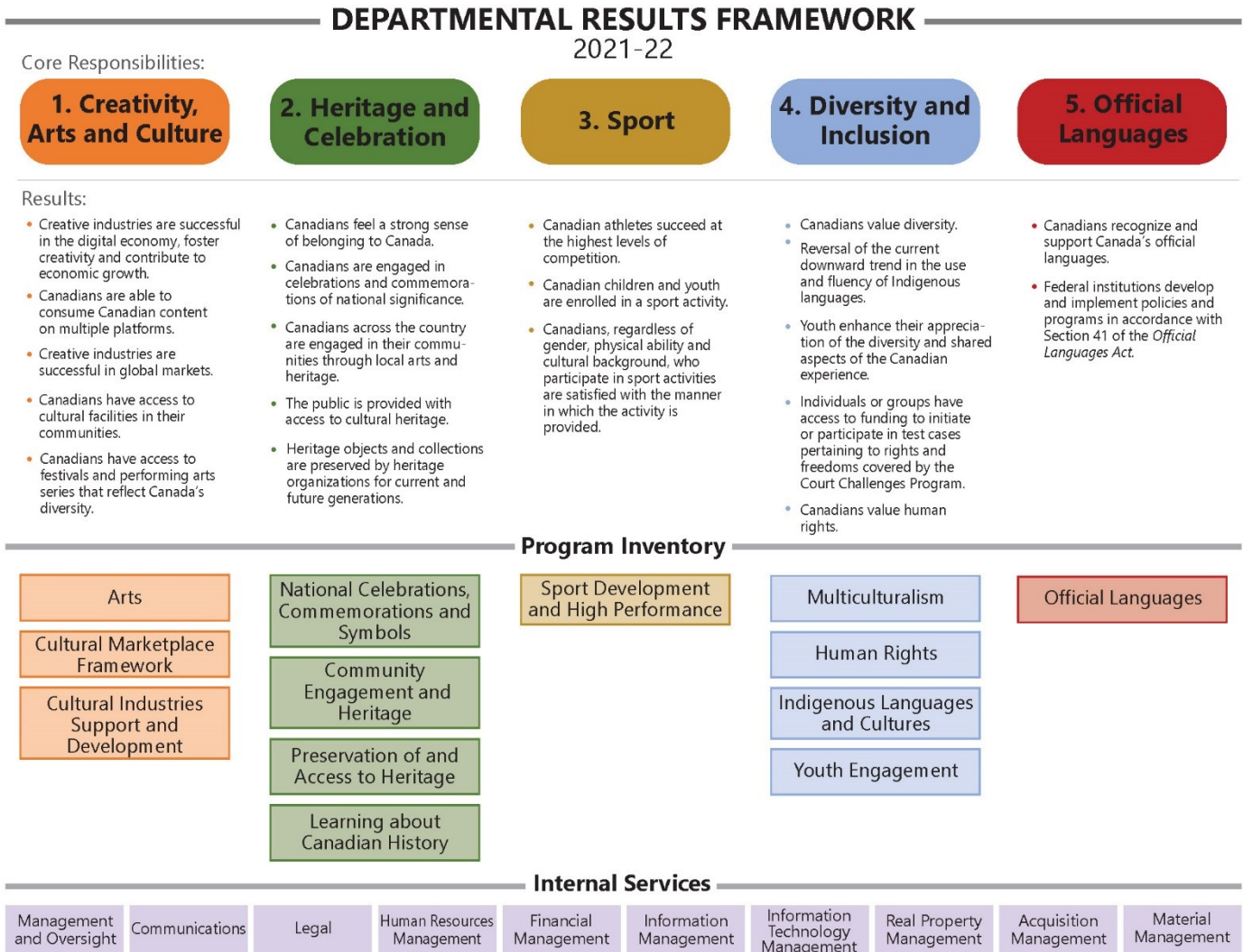
For more information on the Department's organizational mandate letter commitments, see the [Ministers' mandate letters](#)^{xxx}.

Operating context

Information on the operating context is available on [Canadian Heritage's website](#)^{xxix}.

Reporting framework

Canadian Heritage’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.



Supporting information on the program inventory

Financial, human resources and performance information for Canadian Heritage’s Program Inventory is available in [GC InfoBase](#).^{vi}

Supplementary information tables

The following supplementary information tables are available on [Canadian Heritage's website](#)ⁱ:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs
- Gender-based analysis plus
- Response to parliamentary committees and external audits
- United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xxxi} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Mailing address:

Canadian Heritage
15 Eddy Street
Gatineau QC K1A 0M5
Canada

Telephone: 819-997-0055

Toll-free: 1-866-811-0055 Call toll-free from all regions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern time)

TTY: 1-888-997-3123 (for people who are deaf, hard of hearing or speech impaired)

Email: info@pch.gc.ca

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

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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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.

fiscal year (*exercice*)

The period beginning on April 1 in one year and ending on March 31 in the next year.

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better — a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (*initiative horizontale*)

An initiative where 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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

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.

Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex and additional sexually and gender diverse people (2SLGBTQI+) (*personnes aux deux esprits, lesbiennes, gaies, bisexuelles, transgenres, queers, intersexuées et celles qui indiquent leur appartenance à divers groupes sexuels et de genre [2ELGBTQI+]*)

This is the designation used by the Government of Canada to refer to the Canadian community. Gender and sexual diversity terminology is continuously evolving. For further information, refer to the [Gender and sexual diversity glossary](#).^{xxxii}

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 Canadian Heritage Departmental Results Report 2021-2022, <https://www.canada.ca/en/canadian-heritage/corporate/publications/plans-reports/departmental-results-report-2021-2022.html>
- ii Moving Forward Together: Canada's 2030 Agenda National Strategy, <https://www.canada.ca/en/employment-social-development/programs/agenda-2030/moving-forward.html>
- iii Canada Performing Arts Workers Resilience Fund, <https://www.canada.ca/en/canadian-heritage/services/funding/performing-arts-workers-resilience-fund.html>
- iv Stakeholder engagement on fair revenue sharing between digital platforms and news media, <https://www.canada.ca/en/canadian-heritage/campaigns/fair-revenue-sharing/stakeholder-engagement.html>
- v Copyright policy publications, <https://www.canada.ca/en/canadian-heritage/services/copyright-policy-publications.html>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii CIDOC CRM Ontology, https://chin-rcip.github.io/cidoc_crm_fr-ca/v7.1/information/introduction
- viii Humanities Data Dictionary, <https://app.pch.gc.ca/application/ddrcip-chin/dd/recherche-search.app?lang=en&qlang=en&dd=sh-hs&pID=1&ac=true&rac=false>
- ix Artefacts Canada, https://app.pch.gc.ca/application/artefacts_hum/indice_index.app?lang=en
- x Our Collections Matter, https://museums.ca/site/reportsandpublications/museonline/spring2021_collectionsmatter
- xi 2019 Canadian High Performance Sport Strategy, <https://www.canada.ca/en/canadian-heritage/services/sport-policies-acts-regulations/high-performance-strategy.html>
- xii Tackling the problem head-on: Sports-related concussions in Canada, <https://www.ourcommons.ca/DocumentViewer/en/42-1/HESA/report-24/>
- xiii Directive on Transfer Payments—Appendix K: Transfer Payments to Indigenous Recipients, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=14208#appK>
- xiv Building a Foundation for Change: Canada's Anti-Racism Strategy 2019–2022, <https://www.canada.ca/en/canadian-heritage/campaigns/anti-racism-engagement/anti-racism-strategy.html>
- xv Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People, <https://www.rcaanc-cirnac.gc.ca/eng/1622233286270/1622233321912>
- xvi Engagement Strategy on Canada's International Human Rights Reporting Process, <https://www.canada.ca/en/canadian-heritage/services/about-human-rights/engagement-strategy-human-rights-reporting.html>
- xvii Protocol for Follow-up to Recommendations from International Human Rights Bodies, <https://www.canada.ca/en/canadian-heritage/services/about-human-rights/protocol-follow-up-recommendations.html>
- xviii Plans and reports – Canadian Heritage, <https://www.canada.ca/en/canadian-heritage/corporate/publications/plans-reports.html>
- xix Guide for Drafting Memoranda to Cabinet — Official Languages Impact Analysis, <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/publications/guide-drafting-memoranda-cabinet.html>
- xx Linguistic Duality: A Symbol of Inclusion at the Heart of Canadian Values, <https://www.cspc-efpc.gc.ca/events/linguistic-duality-symbol/index-eng.aspx>
- xxi Best Practices Forum on Official Languages: Official Languages in Evolution, <https://www.cspc-efpc.gc.ca/events/best-practices-official-lang/index-eng.aspx>
- xxii Best Practices Digest: Fostering the Full Recognition and Use of both English and French in Canadian Society <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/publications/best-practices-digest.html>

- xxiii Guide for Drafting Memoranda to Cabinet – Official Languages Impact Analysis, <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/publications/guide-drafting-memoranda-cabinet.html>
- xxiv Official languages: are you the next Section 41 leader? <https://www.canada.ca/en/canadian-heritage/services/official-languages-bilingualism/publications/next-section-41-leader.html>
- xxv. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxvi Canadian Heritage financial statements for the year ended March 31, 2022, <https://www.canada.ca/en/canadian-heritage/corporate/publications/plans-reports/departmental-results-report-2021-2022/financial-statements.html>
- xxvii Future-oriented statement of operations for the years ending March 31, 2021, and March 31, 2022 (unaudited), <https://www.canada.ca/en/canadian-heritage/corporate/publications/plans-reports/statement-operations-march-31-2021-2022.html>
- xxviii *Department of Canadian Heritage Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-17.3/index.html>
- xxix Raison d’être, mandate and role, <https://www.canada.ca/en/canadian-heritage/corporate/mandate.html>
- xxx Ministers’ Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
- xxxi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xxxii Gender and sexual diversity glossary, <https://www.btb.termiumplus.gc.ca/publications/diversite-diversity-eng.html>