



Western Economic  
Diversification Canada

Diversification de l'économie  
de l'Ouest Canada



# **Official Languages, Implementation of the Section 41 Action Plan 2004-2008**

**Canada** 

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## INTRODUCTION

Part VII, Section 41 of the *Official Languages Act (OLA)* establishes that every federal institution has a responsibility to:

- a) *enhance the vitality of the English and French linguistic minority communities in Canada and support and assist in their development, and*
- b) *foster the full recognition and use of both English and French in Canadian society.*

In addition, all departments and agencies of the Government of Canada are subject to the accountability and coordination framework adopted in the Government's Action Plan for Official Languages *The Next Act: New Momentum for Canada's Linguistic Duality*.

The February 2004, Speech from the Throne sets out the Government's priorities, including its intention to "...help communities become more dynamic, more culturally rich, more cohesive, and partners in strengthening Canada's social foundations." It speaks of new approaches to community development or "social economy" and support for entrepreneurial social movement, increasing access to resources and tools. The Speech also underlines a link to duality by noting that, "Another defining characteristic of our communities and of our reputation around the world is the vitality and excellence of our cultural life."

In accordance with the obligations of the accountability framework, Western Economic Diversification Canada (WD) is tabling its third *Official Languages Act (OLA)* Action Plan for the Implementation of Section 41 (also referred to as The Action Plan). The 2004-2008 Action Plan will concentrate on improvements to existing initiatives that build on:

- changes to the organizational culture of the department;
- changes to the culture of community organizations;
- sustainable working relationships between the department and the communities; and
- increased community participation.

The Action Plan looks to enhance the department's strategic directions of innovation, entrepreneurship and sustainable communities within the activities of the western Official Languages Minority Communities (OLMC).

For the purposes of The Action Plan, the terms Francophone, French-speaking community or French-speaking population, will be used synonymously with that of the Official Languages Minority Community (OLMC), in the broadest sense. The Department does not define membership within the OLMC on the basis of ethnic origin, place of birth, immigration status, or mother tongue. WD and their partners' programs and services take an inclusive approach to the western OLMC served.

WD has developed its 2004-2008 Action Plan taking into consideration the policy statements elaborated within the Government of Canada's Action Plan for Official Languages *The Next Act: New Momentum for Canada's Linguistic duality*. The Department also conducted numerous consultations at regional levels and has participated in national consultations with the OLMC, the academic fields, associations, and community stakeholder groups. WD collaborated with many other federal departments and its partners, the Francophone Economic Development Organizations (FEDOs), to carry out the consultations with the community. WD's OLA, Section 41 team continues to work in partnership with federal, provincial, municipal and community organizations ensuring OLMC interests are met.

Further, the Department pursued an external evaluation of the 2000-2004 *Official Languages Act (OLA)*, Action Plan for the Implementation of Section 41. The evaluation addressed issues of relevance, success and effectiveness, including strengths and weaknesses, of the implementation and outcomes of WD's Action Plan. Findings from the evaluation were used to analyze how WD delivers its programs under Section 41. Although not yet finalized, the draft recommendations showed the Department how it could improve the 2004-2008 Action Plan.

Among the findings:

- A number of projects are expected to produce long-term results benefiting community and economic development, such as the “Corridor touristique francophone de l’Ouest” and “La Maison du Bourgeois”; and,
- Respondents agree that the Action Plan has contributed to the development of better business skills and more informed entrepreneurs.

For recommendations, the draft report suggests:

- The need for a communications strategy;
- Clarification of roles for the Department, its officers and the FEDO partners;
- Incorporation of promotional activities that include the FEDOs; and,
- Movement towards a more results-based Plan that incorporates a monitoring strategy, including a logic model of the Action Plan, clear outcomes and objectives statements, and a performance measurement strategy.

Many of the draft recommendations put forward are being addressed through the development of objectives, targets, and performance measures in the 2004-2008 Action Plan.

For the 2004-2008 Action Plan, WD commits to four key activities:

- Communicate the Action Plan by promoting concepts, activities, and achievements of Section 41 within and external to the department.
- Build partnerships with other departments and stakeholders, establishing new partnership with other intergovernmental groups and stakeholders to address priorities identified by the OLMC.
- Provide support to Francophone Economic Development Organizations (FEDOs).
- Provide support to projects with Official Languages Minority Communities (OLMC).

The Department dedicates a Regional Coordinator from each province and a National Coordinator from the Headquarters Office, for operational and strategic implementation of the official languages program. In addition, from WD’s most senior ranks, the Deputy Minister in Edmonton, the Official Languages Champion/Assistant Deputy Minister and the Director General of Operations located in Ottawa, provide further support the Section 41 team.

Spirit and commitment to serve are the keys to building a vibrant and sustainable Francophone economic development community. WD is eager to implement the 2004-2008 Action Plan and will endeavour to create an environment of respect for linguistic duality. Western Economic Diversification Canada’s (WD) *Official Languages Act (OLA)* Action Plan for the Implementation of Section 41 2004-2008 is an essential element of our broader vision of “A Stronger West, A Stronger Canada”.

## **WESTERN ECONOMIC DIVERSIFICATION CANADA**

### ***A STRONGER WEST, A STRONGER CANADA***

#### **WD PROFILE**

Founded in 1987, Western Economic Diversification Canada (WD) is mandated to promote the development and diversification of the economy of Western Canada and to advance the interests of the West in national economic policy, program and project development and implementation. WD has offices located in Vancouver, Victoria, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, and Ottawa. In addition, the department has a Western Canada Business Service Network delivering services throughout the West.

WD pursues activities that lead to:

- A strengthened western Canadian innovation system;
- A competitive and expanded business sector in Western Canada; and
- Increased economic activity that improves the competitiveness and the quality of life in western Canadian communities

Although WD's three strategic directions – Innovation, Entrepreneurship and Sustainable Communities – can be described individually, in reality they are closely linked. Innovation is often the result of entrepreneurial activities that drive the emergence of new sources of long-term employment and wealth. That, in turn, enhances the sustainability of local communities and the quality of life for their residents. Many of WD's initiatives are designed to address several priorities at once. More details are outlined in Table A below.

WD uses strategic partnerships – with other levels of government, the private sector, universities and communities – to maximize the investment in Western Canada's most valuable resources, the talents, energies and ideas of its people.

Underlying all of WD's initiatives is the goal of ensuring that every western Canadian – including Aboriginal people, youth, women, Francophones, persons with disabilities, and residents of remote and northern communities – has an opportunity to participate in, and contribute to, the economic success of the West and our entire country.

For a comprehensive list of WD's programs and services, please refer to WD's website at [www.wd.gc.ca](http://www.wd.gc.ca).

**Table A: Western Economic Diversification Canada's Strategic Outcomes  
(Excerpt from the 2004 Report on Plans and Priorities)**

|   |   |  |
|---|---|--|
| <p align="center"><b><u>Innovation</u></b><br/><i>A strengthened western Canadian innovation system.</i></p> <ul style="list-style-type: none"> <li>• Enhanced technology commercialization and adoption</li> <li>• Improved knowledge infrastructure and capacity</li> <li>• More innovative communities</li> <li>• Enhanced coordination and alignment of innovation priorities and strategies between federal, provincial and other innovation players.</li> </ul> | <p align="center"><b><u>Entrepreneurship</u></b><br/><i>A competitive and expanded business sector in Western Canada.</i></p> <ul style="list-style-type: none"> <li>▪ Improved business management capabilities of SMEs</li> <li>• Improved access to financing for SMEs</li> <li>• Increased investment in Western Canada</li> <li>• Increased participation in international markets.</li> </ul> | <p align="center"><b><u>Sustainable Communities</u></b><br/><i>Increased economic activity that improves the competitiveness and the quality of life in western Canadian communities.</i></p> <ul style="list-style-type: none"> <li>• Greater collaboration and integration among governments and communities</li> <li>• Increased economic opportunity and investment within Western Canada's communities</li> <li>• Increased participation of Aboriginal people in the economy</li> <li>• Enhanced capacity of western Canadian communities to implement strategies that promote sustainable development.</li> </ul> |
|---|---|--|

## **IDENTIFICATION OF COMMUNITY NEEDS OF THE OFFICIAL LANGUAGES MINORITY COMMUNITIES (OLMC)**

WD recognizes that each region is different. Whether in its population composition, access to services, priorities or approaches to their challenges, each region is unique. WD and other federal consultations provided a national and regional insight into the needs of the OLMC. The consultations spoke of the realities of maintaining the integrity of the OLMC. This section will present the unique qualities, identify priorities, and diverse pressures faced by their OLMC of each region. The Action Plan starting on page 19 will be WD's approach to addressing the needs identified through OLMC consultations.

### **National:**

Western Economic Diversification Canada (WD) is known as a leader in catalyzing partnerships and in addressing western official languages minority communities (OLMC) needs effectively. WD formally brought the Francophone Economic Development Organizations (FEDOs) into the department's Western Canada Business Services Network (WCBSN) as partners in April 2001. The partners include:

- La Société de développement de la Colombie-Britannique (SDECB);
- La Chambre économique de l'Alberta (CEA);
- Le Conseil de la Coopération de la Saskatchewan (CCS); and,
- Le Conseil de développement économique des municipalités bilingues du Manitoba (CDEM).

As a new partner, the FEDOs were introduced to the other WCBSN partners, informal protocols were established and their identity as a key service provider for the OLMC was solidified. In addition, WD implemented a Francophone Strategy that included operational funds (up to \$6 million over three years) regional Special Economic Development Initiatives (SEDI) (\$2.4 million over three years) and Pan western funds (\$800,000 over three years) and a loan loss reserve fund (\$160,000 over three years). WD values the FEDOs as an integral part of the WCBSN and appreciates their commitment to serve western communities. The Department continues to collaborate with the FEDOs to ensure core services, programs, and Section 41 initiatives are advancing in the West.

2004-2008 is a period of change and transition for WD and its partners. The Service Partnership contracts between the FEDOs and WD will be renewed to reflect the current needs and priorities that are identified. This is an opportunity to strengthen the relationship by clarifying roles and responsibilities, and agreeing on new expectations.

WD also partners with other departments on initiatives instrumental to enhancing economic and community development of the western OLMC. The Department works closely with Canadian Heritage (PCH), Industry Canada (IC), and Human Resources and Skills Development (HRSD), and related interdepartmental committees.

WD is in the process of renewing the Memorandum of Understanding (MOU) for the Interdepartmental Partnership for the Official Languages Communities (IPOLC) program with PCH. This program has benefited the West over the last two years by leveraging additional investments to address Section 41 priorities identified by the OLMC. Many of the partnerships established to implement these projects are new and are sustaining the community economic development activities of western French-speaking communities. From 2001 to present, over a dozen new partnerships and proponents shared successes thanks to PCH's IPOLC and WD programming. These partnerships encouraged the community stakeholders to collaborate more effectively and to produce a more sustainable community development strategy.

Implementation of the Government of Canada's Action Plan for Official Languages will occur concurrently with that of WD's. WD and IC have collaborated on consultations identifying needs, gaps, and opportunities of the OLMC. The Departments will work together to ensure the activities identified under the Action Plan's Economic Development of the Minority Communities are effectively carried out in the West. WD will receive a total of \$4.8 million dollars from 2003-04 to 2007-08 to implement internships

and pilot projects in tele-education and tele-learning. WD will also work with IC to reach into the OLMC through activities under Outreach, Communications and Counselling.

WD is also an active member of Le Comité national de développement des ressources humaines de la francophonie canadienne, a committee consisting of eleven federal departments and eleven community representatives throughout the country. The mandate of this joint committee is to promote economic development, entrepreneurship and new employment opportunities in francophone and Acadian communities outside Quebec. Over a number of years, HRSD had led the initiative through a designated Secretariat on behalf of all partners. The committee currently is seeking to renew financial support for its activities and to undertake developing a new strategic framework. The funding required for the new activities is still being considered among a number of partner departments. WD and other federal partners of le comité national are also discussing the renewal of the existing MOU that established this joint group in 1997.

Additional consultations were also held regionally and nationally through the Privy Council Office (PCO). WD, PCO and other federal partners consulted with the OLMC to further identify collaboration opportunities between the Government of Canada and the French speaking community towards a meaningful implementation of the national Action Plan for Official Languages. Additional data from these consultations that reflect western perspectives will be included in the internal work plans stemming from the WD Official Languages, Section 41 Action Plan.

Summaries of the consultations carried out nationally and by WD in developing the Action Plan are outlined under **Appendix A**.

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## **Pan West – HQ Programs:**

The Western Canada Business Service Network (WCBSN) was established to provide western Canadians direct access to the products and services that support their economic success. The WCBSN is a partnership of various organizations that provide entrepreneurs across the West, in both urban and rural communities, the tools that they need to start a successful business or make it grow. Services range from marketing information and access to capital to counselling and support. The network comprises over 100 points of service, consisting of the Canada Business Service Centres (CBSCs), Women's Enterprise Initiatives (WEIs), Community Futures Development Corporations (CFDCs), and the Francophone Economic Development Organizations (FEDOs). WD's Headquarters (HQ) Program group leads the coordination of the WCBSN and the associated Pan West activities of these partners.

The HQ Programs team is an integral member of the official languages team in the implementation of Section 41 in the West. The group coordinates numerous activities and projects with other WD OLA Coordinators and the FEDO to enhance Section 41. Throughout the course of the WD's 2000-2004 Action Plan for the Implementation of Section 41, HQ Programs has led the coordination of some of the most noteworthy Francophone projects in the West.

The following are examples of noteworthy projects that have advanced the OLMC on a Pan West basis in the last three years:

- The "Corridor touristique francophone de l'Ouest" (CTFO) is held up as a model for tourism development and promotion for other regions across Canada. The partners of the project include the four FEDOs and WD. The CTFO project's objective was to effectively promote, as a collective, the four Western Canadian provinces targeting Francophone communities in Quebec, Western Canada and abroad. Activities stemming from the project include trade shows and fairs in Quebec, a promotional campaign, a tourist guide, marketing kits and the distribution and circulation of these marketing tools across Quebec and Western Canada. The four Western provinces benefited from the marketing initiatives undertaken by the CTFO. The global visibility was increased and the door was opened to the Canadian consumer. The four Western provinces worked in closer collaboration to maximize the economic impacts of the project.
- Certification in counselling for small and medium sized enterprises is a program to enhance counselling skills and obtain certification as business counsellors. This course has been modified and made accessible to all the business counsellors in the FEDO and WCBSN network in French.
- A CD-ROM was developed to address the lack of information required by francophone SMEs and entrepreneurs to take advantage of national and international marketing opportunities available through a web presence and e-Commerce.
- A Succession Planning program is being established to teach the governance behind non-profit organizations and succession planning for sustainability of the organization and mandates.
- Via TVA broadcasts weekly Canadian tourism highlights on the French television stations to an audience of over 140,000 people. Fifteen programs are designated for the western tourism industry and the production of profiles of certain business, entrepreneurs and important activities carried out in the communities. As part of expanded marketing coverage for the Western Francophone Tourism Corridor sites of tourism interest, the program offers a unique opportunity for the West to showcase Francophone economic development and entrepreneurship.

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## **British Columbia:**

The Francophone community of British Columbia is the third largest outside Quebec, after Ontario and New Brunswick. According to the 2001 Census, approximately 54,400 of 3,907,735 British Columbians (1.4 percent) identified French as their first language and close to 270,000 (6.9 percent) identified that they have knowledge of both official languages. The Francophone population (63,630) is evenly divided between men (1.7 percent) and women (1.6 percent).

The Francophone population of B.C. is "new", having been established for a fairly short time. In fact, 17 percent of the province's Francophones did not live in B.C. five years before the census. The Francophone community is scattered around all of B.C. While 56% of the Francophone population live in the areas of Greater Vancouver and the provincial capital, Victoria, community centres have been set up in almost every region of the province, including Nanaimo, Kelowna, Campbell River, Kamloops, Powell River, and Prince George.

Approximately 30,000 students are enrolled in French immersion, and nearly 3,000 are enrolled in French school programs. B.C. has nine entirely French schools, in addition to French Immersion Programs, Éducacentre (an adult education and training service program), and a recent agreement between the Federation des Francophones and Simon Fraser University to provide curriculum in French at the university level.

Western Economic Diversification Canada (WD) supports the Société de développement économique de la Colombie-Britannique (SDECB) as the FEDO partner in BC. The SDECB is a provincial organization that provides enhanced services to Francophones, including training, business and community economic development, access to capital, information services, marketing advice, networking and mentoring.

Many other Francophone associations and community centres exist to serve the B.C. Francophone population and introduce other cultural communities to the Francophone culture. Some examples of provincial associations include: Scouts francophones de la Colombie-Britannique, Réseau-Femmes de la Colombie-Britannique, Institut franco-canadien et acadien pour le sport, le loisir et la santé, Fondation canadienne-française d'aide culturelle de la C.-B., Fédération des parents francophones de la Colombie-Britannique, and the Conseil jeunesse francophone de la C.-B. La Fédération des francophones de la Colombie-Britannique is an umbrella organization with 35 member organizations.

In 2002, 98 percent of French-speaking enterprises were small businesses. Business Services and Accommodation & Food are the two main sectors of activity and represent 30 percent and 25 percent respectively of all Francophone small business activity. Women are the owner-operators of 39 percent of all French-speaking small businesses in B.C. Young entrepreneurs aged 25 to 34 and self-employed aged 35 to 44 accounted for 16 percent and 30 percent respectively of all self-employed Francophones. Whether it is in business, education, the service industry, culture or other sectors of activity, Francophones are contributing to the vitality of the province.

La Fédération des francophones de la Colombie-Britannique has indicated that economic development is important to maintaining the francophone culture in BC. They have held extensive consultations with the francophone community in BC, and priorities include:

- Ensuring francophone entrepreneurs have the tools they need to grow their businesses;
- Developing the francophone tourist industry, including encouraging francophone tourists to visit BC;
- Facilitating the integration of francophones in the labour market; and
- Increasing awareness of the contribution made by francophone businesses.

Examples of the most noteworthy projects that have advanced British Columbia's OLMC in the last three years include the following:

- Economic development profiles were created of Francophone businesses in BC, to understand the needs of the entrepreneurs, to establish a clear strategic plan towards the sustainability of Francophone businesses in the communities of BC. The project undertook the study behind the economic profile of the francophone community and to further report on the entrepreneurs' needs in terms of business development support and define the action priorities of economic stakeholders.
- An action plan was developed for the BC francophone tourism industry. Part of this action plan is to approach BCTOURISM and other key players for possible partnerships & collaboration. This project includes the creation of a brochure promoting BC as a tourism destination and businesses involved in the tourism industry.
- An Internet site was created with a focus on the culture and the networking/gathering of Francophones in British Columbia. The project would take into consideration the demographic make up of Francophones in the province, the regional disparity among them, and examine options to link the communities through ongoing communications and information exchanges. The site created encapsulates an information bulletin with attention of disseminating economic, social, and cultural resources.
- Les Voyageurs.ca is another website developed to make various goods and services, related to Francophone culture and provided by the community, available to the province's Francophones with the creation of E-Bulletins.
- The Investment BC Project was established to promote investment in BC from Francophone countries and province. This project has fueled a tremendous increase of inquiries from French speaking countries on the potential to do business in and with the province of British Columbia.

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## **Alberta:**

Franco-Albertans live in communities that are now majority English-speaking. In the 2001 Census, approximately 60,000 Albertans (2.1% of the total population) identified French as their mother tongue and over 200,000 people within the province identified that they are able to communicate in both official languages. Alberta is the only province in Canada to see an increase in its number of bilingual citizens. The 2001 Census data also showed that Francophones within Alberta enjoy slightly higher incomes than that of Anglophones.

The principal feature of this community is that it is spread over the entire geographic area of Alberta. While large concentrations of Francophones can be found in Metropolitan Edmonton and Calgary there are vibrant communities in the Bonnyville-Cold-Lake area, Lethbridge, Medicine Hat, Plamondon-Lac La Biche area, Red Deer, Rivière-la-Paix, Saint-Paul, Wood Buffalo (Fort McMurray), and Grande Prairie to name a few.

In 1998, Western Economic Diversification Canada (WD) provided operational funding in order to establish la Chambre économique de l'Alberta (CEA) a not-for profit provincial organization that promotes, facilitates and coordinates economic development and tourism activities on behalf of Francophones in Alberta. By contributing significant socio-economic development support to the Francophone community, la Chambre économique de l'Alberta has become a key player in the economic development of this population. It has become a key player in the economic development of this population by providing entrepreneurial training, information on government and business, and being a focal point for the community to collaborate on projects.

In addition, other organizations and associations exist to meet the personal and professional needs of the Francophone community. In almost every Alberta community with a minimum of a few hundred Francophones you will find a regional chapter of the Association canadienne-française de l'Alberta (ACFA) that offer a range of services and activities and represent the interests of their members to various social and governmental authorities. Other organizations include: Fédération des parents francophones de l'Alberta, Francophonie jeunesse de l'Alberta, the Fédération des aînés franco-albertains, the Association multiculturelle francophone de l'Alberta, Action Éducation Femmes de l'Alberta, the Société acadienne de l'Alberta, and the Association canadienne-française pour l'avancement des sciences – Alberta.

Every year the WD Alberta Region takes part in the Canadian Heritage-led Inter-departmental meetings with the Francophone community that are intended to facilitate discussion and help to build collaborative relationships between community organizations and government. In preparing this Action Plan, the Alberta Region has referred to the Global Plan prepared by l' Association canadienne-française de l'Alberta which represents the needs and priorities identified by the Francophone community. In this plan, nine sectors have been identified: Arts and Culture, Communications and Media, Economy, Education and Training, Immigration, History and Heritage, Policy and Government Services, Health and Well-being, Sports and Leisure. In the economic sector, four key areas are to be developed:

1. Diversification of the rural economy and tourism
2. Entrepreneurship development
3. Emphasis on partnerships with francophone industries
4. Youth integration and awareness of the knowledge economy

In addition, WD Alberta meets on a regular basis with various organizations including the l'ACFA provincial and the regional directorates, the Francophone Secretariat of Alberta, and the Faculté Saint-Jean of the University of Alberta to discuss various community needs and opportunities for collaboration.

Examples of the most noteworthy projects that have advanced Alberta's OLMC in the last three years include the following:

- Centralta project upgraded and developed various bilingual attractions in the region including: completing a tourism park in Legal, developing a tourism park in Morinville; painting murals and signs. This development of promotional materials included: producing audio and video cassettes about the regional tourism attractions; creating a regional tourism map; producing 2 booklets about the historic murals in Legal; creating tourism related posters and pamphlets; and, producing a large mural sign depicting Legal.
- Vezeau Beach project is directly geared to the promotion of sustainable development of the Bonnyville and district community through the expansion of the use of the French language and by specific efforts to attract and serve Francophone visitors as part of the area's recreation and tourism industry. The Vezeau Beach Visual Identity Project is marketing related in that it includes the creation of signage, markers and other visually enhancing structures for the Park.
- The historical society of the Lac La Biche Mission project was aimed at increasing tourism to the Lac La Biche Mission bilingual historic site. Elements of the project include the development of program activities, exhibits and displays which represent the Mission using the following themes: first occupants, first pioneers from the East, first technologies, religion (Oblates, Grey Nuns, and the Sisters of Jesus), the Métis, the first nations, the fur trade route, and the Mission in pictures. Other related project activities include developing and installing road signs, creating outdoor historical panels, developing brochures and training and reference manuals.
- Plamondon/Lac La Biche project developed the Plamondon - Lac La Biche area into a francophone heritage tourist destination. This project included the upgrade and development of various bilingual attractions in the region: fixing-up the first church, repairing the Duperron house and producing displays and road signs for the "croix de chemin/the way of the Cross", the Duperron house, and the old path that leads to the Lac La Biche Mission. The marketing component of this project allows for the development of promotional materials and media coverage.

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## **Saskatchewan:**

The province of Saskatchewan covers an area of 651,900 sq. km. and has a population of more than one million people. Its Francophone population of 18,000 is spread over a large geographical area and is one of the most dispersed Francophone groups in Canada. In addition, around 50,000 of the people living in Saskatchewan can communicate in French. To some extent, a considerable number of villages almost everywhere in the province, like Gravelbourg, Zenon Park, Bellevue and Vonda, are living proof of the presence of Francophones in Saskatchewan. The Francophone community in Saskatchewan (known as the Fransaskois) is innovative, dynamic and fully involved in preserving and promoting French language and culture in Saskatchewan. It is quite capable of defending its culture as a minority language community and its devotion to the Francophone cause is strong.

After restructuring around five years ago, the *Assemblée communautaire fransaskoise* (ACF), formerly called the *Association culturelle franco-canadienne de la Saskatchewan* (the representative organization of the Fransaskois) is an administrative body that is without precedent in the history of minority communities. The partnerships formed between the ACF and its regional or provincial associations are the reason for the many successes achieved by the Fransaskois community.

In all, Saskatchewan has 15 community centres administered by Francophones, 15 regional Francophone organizations and 17 provincial Francophone associations to meet the needs of the Fransaskois population in economic development, communications, education and so on. These organizations share the common goal of fostering the overall development of the Francophone community in Saskatchewan.

Since 1997, Western Economic Diversification Canada (WD) has supported the *Conseil de la Coopération de la Saskatchewan* (CCS), an economic organization that supports community economic development projects and the establishment and expansion of Fransaskois businesses. In April 2001, the CCS became a member of WD's Western Canada Business Service Network.

Saskatchewan's provincial Francophone associations are omnipresent and very active, both in the rural and urban regions. Despite its minority situation, the Francophone community in Saskatchewan is dynamically involved in preserving and promoting its language and culture.

The memorandum of understanding reached between WD, Human Resources and Skills Development Canada (HRSDC), Industry Canada (IC) and Canadian Heritage (CH) is designed to reinforce Section 41 of the *Official Languages Act*. As a result, the services and programs of the various federal departments are highly visible in the Fransaskois community.

Once known as the "World's Bread Basket," because of its wheat, the province of Saskatchewan has used innovation to change from a strictly agricultural economy to a diversified economy in the most economically valuable sectors:

- Value-added agricultural production and farm-product processing;
- Advanced technology;
- Mining, forestry, oil and gas; and,
- The tertiary sector.

## **CONTEXTUAL FACTORS**

The factors that Saskatchewan needs to focus on for the duration of the 2004-2008 Action Plan are the following:

- The renewal of a Canada/Saskatchewan/Community memorandum of understanding on economic development involving key federal departments (WD, IC, CH, HRSDC) and the Province
- Strategic implementation and delivery of the Action Plan for Official Languages
- Outcomes and recommendations of Forum 4-2-1 initiated by the Councils of Senior Federal Officials

- The francophone community's global development plan that guides the community in achieving its objectives and fulfilling its aspirations.
- The forming of new partnerships and renewal of agreements between the community and the various federal and provincial departments
- The Government of Saskatchewan's new policy on service delivery in both official languages

Examples of the most noteworthy projects that have advanced Saskatchewan's OLMC in the last three years include the following:

- Conseil de la Cooperation de la Saskatchewan developed a bilingual e-tool, which provided Francophone clients with timely and pertinent connectedness information.
- The development of a French-language tourist guide, listing Francophone tourist attractions, services and stakeholders in Saskatchewan was produced, attracting a consistent flow of tourism activity to the region.
- WD, CCS, Communications Canada, Industry Canada, Saskatchewan Provincial Government, Community Futures Development Corporations (CFDC) and Secrétariat aux affaires intergouvernementales canadiennes (SAIC) developed a one week summer camp for 25 prospective youth entrepreneurs aged 14 to 18 years of age from across Saskatchewan. Entrepreneurship training offered these youths an opportunity to learn what constitutes a business and how to start one.
- Recognizing that economic development tools are limited and that connectivity among Fransaskois entrepreneurs is equally limited, Gazel.sk.ca was a portal developed to offer e-mail capacity for Fransaskois entrepreneurs to communicate amongst themselves and with the regional economic development organization; provide a virtual business card directory, introducing potential e-business opportunities; and deliver an information service portal for economic development tools, programs and services targeted to the Francophone community in Saskatchewan.

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## Manitoba:

According to Statistics Canada, in 2001, 45,920 Manitoba residents identified French as their first language, while around 100,000 Manitobans, in all, indicated that they spoke both official languages. These figures represent about 10 per cent of Manitoba's population.

In 1994, the *Société franco-manitobaine* assigned the Manitoba Association of Bilingual Municipalities (Association des municipalités bilingues du Manitoba [AMBM]) the task of focusing on the economic sector. With WD financial support, the AMBM then founded the first strategic economic structure in the West: the Economic Development Council for Manitoba Bilingual Municipalities (*Conseil de développement économique des municipalités bilingues du Manitoba* – CDEM). The CDEM was created to promote community and business economic development in ten bilingual municipalities and three Francophone communities in the city of Winnipeg. Today, CDEM, which works in partnership with WD, is responsible for delivering services in French province-wide and for serving 16 bilingual municipalities that contain 95 per cent of Manitoba's Francophone population.

CDEM has helped create Community Development Corporations (CDCs), which have grown from one in 1996 to 13 in 2003. CDEM is also involved in community economic planning through its role in helping preparing development visions, which have increased from one in 1997 to 14 in 2003. This initiative allows the bilingual municipalities and three Winnipeg neighbourhoods to mobilize around a common vision of community economic development. The success of this project and the value of acquiring planning tools is clear when it is noted that, again according to Statistics Canada, the bilingual municipality of La Broquerie has the highest population and economic growth rates in Manitoba. The population growth in Manitoba was 0.5 % versus 16.1 % in La Broquerie. The median age of Manitoba's population is 36.8 and 30.4 in La Broquerie.

Ever since WD has been supporting CDEM initiatives, particular attention has been focused on four areas of intervention in economic development: rural development, integration of youth, the knowledge-based economy and tourism. It was only later that these four sectors were adopted by the National Committee for Canadian Francophonie Human Resources Development at the national level. With WD funding, the economic development of communities and businesses is going ahead, but not only in these four sectors. Since 1996, WD has provided annual funding of \$500,000 to CDEM to help it carry out various projects in these four sectors. WD's main strategic directions as a federal department – entrepreneurship, innovation and sustainable communities – are also closely linked to CDEM's priority sectors.

The *Société franco-manitobaine*, the umbrella organization for Manitoba's Francophone community, is tremendously interested in the issue of immigration and works closely with the governments of Manitoba and Canada to attract Francophone newcomers to Canada to the province. In fact, the SFM is currently working on developing a strategy entitled *Agrandir l'espace francophone du Manitoba* [Expand the Francophone presence in Manitoba], which aims to welcome Francophone newcomers, facilitate their relations with bilingual persons and make parents of exogamous families aware of the importance of using French. On the immigration front, CDEM is working hard to implement four cooperation agreements with the International Development Association of the Lower Rhine Region of France (*Association de développement International de la Région du Bas-Rhin de France* – ADIRA). This project contains two components that are of particular interest to WD: international trade (i.e., how to prepare to export) and commercial immigration. In both instances, these initiatives contribute to WD's strategic orientations of entrepreneurship and sustainable communities.

### Strategic orientations

Over the next few years, CDEM plans to continue supporting the implementation of business and community development projects, as identified by the bilingual municipalities in their "visions" or community economic development plans. To achieve this, CDEM anticipates that it will need additional financial resources to undertake more advanced studies, such as feasibility and marketing studies, to ensure the viability of these projects.



On the one hand, the increase in the number of bilingual municipalities from 10 to 16 reflects the importance of mobilizing to validate both the economic and legal significance of bilingualism, and, on the other, it illustrates the success of CDEM's services. A major increase in the number of CDEM clients has forced the organization's staff to work inordinately hard. CDEM will continue to attach great importance to initiatives that support young people to start and develop small businesses. The international cooperation project that includes export and immigration components will be one of the most important future projects and is, in any case, relevant to the Department's strategic directions that include sustainable development, entrepreneurship and the future vitality of Manitoba's Francophone community.

Since CDEM was created the following was achieved with WD resources:

| <b># of Projects:</b>                                 | <b>1997</b> | <b>1999</b> | <b>2000</b> | <b>2002</b> | <b>2004</b> |
|---|-------------|-------------|-------------|-------------|-------------|
| <b>Visions (Community Economic Development plans)</b> | 1           | 3           | 6           | 11          | 13          |
| <b>Community Development Corporations (CDC)</b>       | 2           | 7           | 11          | 12          | 13          |
| <b>Member Municipalities</b>                          | 10          | 11          | 11          | 15          | 16          |
| <b>Top Priorities of Visions</b>                      | 3           | 15          | 30          | 60          | 130         |

In addition, CDEM is reporting that as a result of the bilingual municipalities' commitment to economic development, the creation of structures such as Community Development Corporations, and Community Economic Development plans, (which CDEM refers to as the *Visions*), WD's contribution has leveraged an additional \$136,995,000 from municipal, provincial, federal and private sources for 46 significant for profit and not for profit community projects. It is estimated that CDEM has contributed to creating 133 jobs and has provided services to 1050 clients.

Examples of the most noteworthy projects that have advanced Manitoba's OLMC in the last three years include the following:

- Festival du voyageur -Construction of Maison du Bourgeois has had many positive impacts on the francophone community of Saint-Boniface and Winnipeg as a whole. The most obvious is the tourist attraction resulting from La Maison du Bourgeois. Secondly, La Maison du Bourgeois has played an important role in the overall revitalization of Old Saint-Boniface. Other impacts include job creation, increase in traffic in Saint-Boniface and the businesses as well as an exposure for the French culture within the city of Winnipeg.
- Incubator SEDI Funding - to support the operation and activities of CDEM's Business Incubator and Mentorship Initiative.
- Valorizing Franco-Manitobans Economic Development - is to gather and share information on businesses that deserve to be recognized as "Regional Champions," businesses that have played an important role in local economic and community development.
- Le Festival du voyageur requires strategic planning to identify the future direction of the event. The strategic planning project is the opportunity for the organizers to survey the current needs of the Franco-Manitoban community, identify planning needs and priorities, help in planning communications activities related to the outcomes of the project. The outcome is to have a strategic plan for implementation of future events.

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## **COMMON PRIORITIES TO ADDRESS IN THE ACTION PLAN**

Each region has identified priorities that it will address in WD's *Official Languages Act (OLA)*, Action Plan for the Implementation of Section 41. The regions recognize the need for WD's priorities to be in parallel with those identified in the provincial strategic plans (Les plans globaux) developed by the OLMC. The common priorities are the following:

- Focus on the tourism, rural development, and the arts and culture industries
- Integration of, and contributions by, Francophones in labour market and economic development
- Expansion of French speaking population from increased immigration
- Realization of projects stemming from "les Projets Visions"
- Partnership building and renewed agreements

Although no single objective in the Action Plan will address all the priorities, varying combinations will help raise awareness of Section 41, develop partnerships, and allow flexible and inclusive approaches to the OLMC's continually evolving needs. Each region will develop their own work plans that most adequately reflect their approach to addressing regional priorities, while contributing to the success of the departmental and national Action Plans.

**OFFICIAL LANGUAGES ACT (OLA), ACTION PLAN FOR  
THE IMPLEMENTATION OF SECTION 41, 2004-2008**

**KEY ACTIVITY 1: COMMUNICATE ACTION PLAN**

**Internally: communicate concepts, activities, and achievements of Section 41 within the department.**

- Provide and facilitate information sessions, workshops, and activities, conducted in partnership with official languages stakeholders such as the Office of the Commissioner of Official Languages, other departments, and the official languages minority community

**PERFORMANCE MEASURE:**

- ✓ # of information sessions held by WD and external stakeholders, annually and # of attendees
- ✓ 1 baseline survey in 2004-2005 to gauge the awareness of Section 41 within the department
- ✓ # of activities held within WD to celebrate La Semaine de la Francophonie, such as promoting the Canadian Heritage website or developing of a web site for La Semaine de la Francophonie.

**TARGET:**

- 5 sessions per year and increase by 10% attendance per session/region
- Baseline survey to be completed by March 31, 2005
- 5 activities per year Pan west

- Enhance relevant Official Languages information to internal staff through the WD Intranet and WD Employees' Orientation module

**PERFORMANCE MEASURE:**

- ✓ Updates and upgrades to the Intranet and Employees' Orientation sites
- ✓ Material to be reviewed and updated on ongoing basis

**TARGET:**

- Sites updated by September 2004 and upgraded by March 2005
- Review and update annually by September of each year

- Implement a new award for linguistic duality recognizing the enhancement of bilingualism in WD operations or relationship with the department.

**PERFORMANCE MEASURE:**

- ✓ Development of the category and necessary selection criteria
- ✓ Endorsement of the award by Executive Committee as a corporate award
- ✓ Number of nominations per year

**TARGET:**

- Category and selection criteria to be in place for inaugural award in 2005-2006.
- Approval by Executive Committee by March 31, 2005.
- Increase by 10% nominations per year

**Externally: communicate concepts, activities, and achievements of Section 41 external to the department, i.e. to partners, the community and other stakeholders.**

- Enhance relevant Official Languages information to the partners, stakeholders and the community through the WD Internet

**PERFORMANCE MEASURE:**

- ✓ Re-design the navigational capacity of the WD Official Languages page, OLA team in collaboration with the Information Management and Technology (IMT)
- ✓ Ongoing review and update as required of WD official languages materials, OLA team in collaboration with the Information Management and Technology (IMT)

**TARGET:**

- New navigational accessibility of the OLA Internet page completed by September 2004.
- Review and update to the site to be completed by September annually

- Conduct ongoing consultations with the francophone community, interdepartmental groups, federal councils and other stakeholder groups

**PERFORMANCE MEASURE:**

- ✓ # of regional consultations held per year

**TARGET:**

- Minimum 4 regional consultations held per year

- Participate in public activities to promote La Semaine de la Francophonie

**PERFORMANCE MEASURE:**

- ✓ # of regional activities in which WD participates

**TARGET:**

- 4 regional activities per year

- Establish a more coordinated approach with Communication, Marketing and Consultations (CMC) to develop a communications strategy targeting the OLMC.

**PERFORMANCE MEASURE:**

- ✓ # of articles/best stories regarding official languages in each French language weekly in western Canada or in quarterly newsletters by Canadian Heritage or le Comité national (may include a featured successful Francophone entrepreneur or SME)
- ✓ Media advertising of WD will include western Canadian Francophone media
- ✓ # of meetings to discuss targeted messages and audience

**TARGET:**

- minimum 1 article per year to appear
- 100% of WD advertising is available in both official languages
- 1 meeting per year between OLA Section 41 coordinators and CMC

**IMMEDIATE OUTCOMES:**

- Awareness and articulation of WD's Section 41, the Action Plan activities and achievements

**PERFORMANCE MEASURE:**

- ✓ Common articulation of Section 41 amongst officers, managers and executive cadre of the department.
- ✓ Surveyed OLMC, partners, and stakeholders report awareness of WD's involvement in the community, programs, services, and achievements in Section 41 activities.
- ✓ Departmental and community understanding and acceptance of roles for WD, officers, partners and stakeholders.
- ✓ Community feedback or submissions generated as a result of consultations and surveys

**TARGET:**

- More common articulation of Section 41 from year 1 to subsequent years by officers, managers and executive cadre of the department, as measured by either a survey, an interview by an independent evaluator at the completion of the Action Plan.
  - 75% of those external to the department surveyed acknowledge awareness of WD strategy, activities and impacts, measured over a 4 year period
  - Departmental agreements and operational plans for WD and partner organizations to reflect the awareness of accountability and expectations - qualitative measure to be determined by an independent evaluator
  - Improvements to the work required under Section 41, which is reflective of the feedback and submissions received from consultations and surveys
-

## KEY ACTIVITY 2: BUILD PARTNERSHIPS WITH OTHER DEPARTMENTS AND STAKEHOLDERS

**With Departments: new partnership with other intergovernmental groups to address priorities identified by the OLMC.**

- Participate and facilitate the development of Memorandums of Understanding (MOU) to facilitate collaboration, consultation and implementation of regional activities and addressing regional priorities, partners include official languages stakeholder groups, Federal/Provincial departments, Federal Councils, tripartite agreements and others.

**PERFORMANCE MEASURE:**

- ✓ # of regional MOUs signed, including renewals

**TARGET:**

- 1 MOU per region

- Renew the MOU with Canadian Heritage (PCH) for the Interdepartmental Partnership for the Official Languages Communities Program (IPOLC).

**PERFORMANCE MEASURE:**

- ✓ New MOU effective from 2004-2005 to 2006-2007

**TARGET:**

- MOU to be signed by Spring 2004, facilitated through the National Official Languages Coordinator

- Establish new partnership with Industry Canada through the MOU to implement initiatives under the Action Plan for Official Languages.

**PERFORMANCE MEASURE:**

- ✓ MOU in place effective from date of signing to March 31, 2008.

**TARGET:**

- MOU to be signed by Spring 2004, facilitated through the National Official Languages Coordinator

- Establish new partnerships as required to address OLMC or federal priorities identified through consultations.

**PERFORMANCE MEASURE:**

- ✓ # of partnerships established

**TARGET:**

- minimum 1 new partnership established per year, established through the National Official Languages Coordinator with consultation and input from Regional Coordinators

- Participate or facilitate interdepartmental gatherings.

**PERFORMANCE MEASURE:**

- ✓ # of gatherings per region

**TARGET:**

- minimum 1 per year per region, held by Regional Official Languages Coordinators with assistance from National Official Languages Coordinator as required

**With Stakeholders: new partnership with other stakeholders groups to consult with and seek resolutions to priorities identified by the OLMC.**

- Facilitate formal protocols and gatherings among Western Canada Business Service Network (WCBSN) members to enhance service to the OLMC.

**PERFORMANCE MEASURE:**

- ✓ # of protocols established, such as client referrals, sharing of tools, etc.
- ✓ # of gatherings across the West

**TARGET:**

- 1 protocol per region, facilitated between Service Partnerships Secretariat, National and Regional Official Languages Coordinators
- 2 gatherings per year across the West

- Facilitate a tripartite agreement between WD, FEDOs, and the community to ensure all stakeholders of the OLMC are represented in initiatives.

**PERFORMANCE MEASURE:**

- ✓ Protocols are to be established where required

**TARGET:**

- 4 protocols across the West

- Facilitate partnerships with other stakeholders, including association, academia, and other interest groups, to add additional services to and programs accessibility by OLMC.

**PERFORMANCE MEASURE:**

- ✓ # of enhanced partnerships

**TARGET:**

- 2 per region per year

**IMMEDIATE OUTCOMES:**

- Establish broader partnerships inter-governmentally and within the community to provide access to investments, tools, and expertise to address francophone community and economic development priorities

**PERFORMANCE MEASURE:**

- ✓ # of partnerships or \$ leveraged

**TARGET:**

- # of partnerships or \$ leveraged to be increased by 10%, measured over a 4 year period, as measured by an independent evaluator upon completion of the Action Plan in 2008.

**KEY ACTIVITY 3: PROVIDE SUPPORT TO FRANCOPHONE ECONOMIC DEVELOPMENT ORGANIZATIONS (FEDOs)**

- Ensure support to FEDOs is funded and ongoing in order to meet WD entrepreneurship development and enhancement needs of the OLMC across western Canada.

**PERFORMANCE MEASURE:**

- ✓ Renewal of the partnership agreement and core operational funding of the FEDOs.

**TARGET:**

- Extension of existing agreements to 2004-2005.
- Renewal of agreements from 2004-2005 to 2007-2008.

- Ensure community economic development activities and coordination are undertaken to enhance the vitality of the OLMC in priority sectors identified, impacting on the sustainability of western Francophone communities

**PERFORMANCE MEASURE:**

- ✓ Renewal of financial support for Special Economic Development Initiatives, Pan western initiatives funds such as loan loss reserves.

**TARGET:**

- Extension of existing agreements to 2004-2005.
- Renewal of agreements from 2004-2005 to 2007-2008.

**IMMEDIATE OUTCOMES:**

- Increase number of Francophone entrepreneurs and business expansions by facilitating access to tools, programs, and services for business and economic development of Francophone SMEs.

**PERFORMANCE MEASURE:**

- ✓ Infrastructure and on-line accessibility to tools, programs and services
- ✓ Evidence of complementary services in each region to advance Section 41
- ✓ Identification of priorities is consistent

**TARGET:**

- FEDO in each region with complimentary programs and services, including core services and projects that address the regional needs of Francophone SME
- 75% of surveyed clients report services are available across all regions
- Consultations identify common sector priorities, through evidence such as list of identified needs and wants



**KEY ACTIVITY 4: PROVIDE SUPPORT TO PROJECTS WITH  
OFFICIAL LANGUAGES MINORITY COMMUNITIES (OLMCs)**

- Provide financial and collaborative assistance to projects that address high priority economic development issues in each of the OLMC, that may include sustainable deliverables such as:
  - Long term impacts to the OLMC
  - Partnerships established in the creation and collaboration of the project
  - Leverage of funds and resources
  - Declining reliance on government assistance

**PERFORMANCE MEASURE:**

- ✓ # of projects and investments by WD
- ✓ Leveraged partnerships or funds by all partners to advance Section 41 projects

**TARGET:**

- Increase in number of projects from the 2004-05 baseline, which will be determined in 2004-05
- # of new partnerships established or leveraged funds to be increased by 10% annually, measured over a 4 year period

- Provide vehicles to support Pan Western initiatives that will enhance the sustainability of the official languages minority communities of the West.

**PERFORMANCE MEASURE:**

- ✓ # of partnerships established
- ✓ # of tools, initiatives, etc. for shared capacity building

**TARGET:**

- Increase of sustainable partnerships
- Increased shared resources

- Support activities that enhance other federal priorities related to official languages, Section 41.

**PERFORMANCE MEASURE:**

- ✓ # of projects and investments to meet government wide OLA priorities with OLMC and stakeholders
- ✓ # of community based partnerships established
- ✓ # of internships established through initiatives of The Action Plan for Official Languages
- ✓ # of initiatives and participation with Federal Councils and senior management to enhance Section 41

**TARGET:**

- increase in # of projects and investments per region, measured annually
- increase of sustainable community partnerships
- 2 interns per year per region
- support the targets identified by Federal Councils, federal organizations and the community from Forum 4-2-1

**IMMEDIATE OUTCOMES:**

- Increase capacity and visibility for Francophone economic communities

**PERFORMANCE MEASURE:**

- ✓ Articulation and promotion of Official Languages Minority Communities (OLMC) project achievements
- ✓ # of partnerships and shared resources established to advance projects

**TARGET:**

- 75% of those surveyed acknowledge awareness of OLMC activities and impacts, measured over a 4 year period
- Increase of sustainable partnerships and shared resources

## WD'S OFFICIAL LANGUAGES LOGIC MODEL 2004-2008

### KEY ACTIVITIES

|  |   |  |  |
|--|---|--|--|
| <p><b>Communicate Action Plan</b></p> <ul style="list-style-type: none"> <li>▪ Internal</li> <li>▪ External</li> </ul> | <p><b>Build Partnership</b></p> <ul style="list-style-type: none"> <li>▪ With Departments</li> <li>▪ With Stakeholders</li> </ul> | <p><b>Provide support to Francophone Economic Development Organizations (FEDOs)</b></p> <ul style="list-style-type: none"> <li>▪ Funding support to FEDOs</li> </ul> | <p><b>Provide support to projects with Official Languages Minority Communities (OLMC)</b></p> <ul style="list-style-type: none"> <li>▪ Projects with OLMC</li> <li>▪ FEDOs</li> <li>▪ SEDI and Pan West</li> <li>▪ Projects for S. 41</li> </ul> |
|--|---|--|--|

### OUTPUTS

|  |  |  |   |
|--|--|--|---|
| <p><b>Increased recognition Section 41 and WD's involvement</b></p> <ul style="list-style-type: none"> <li>▪ Informed WD staff and management through workshops, projects contracting, etc.</li> <li>▪ Informed OLMC of WD and partner activities/ strategy</li> <li>▪ Addition products, consolation</li> </ul> | <p><b>Funds and mechanisms to address S. 41 and francophone community and economic development priorities</b></p> <ul style="list-style-type: none"> <li>▪ Formal protocol with IC</li> <li>▪ Formal protocol with PCH</li> <li>▪ Formal protocol with stakeholders and clients</li> <li>▪ Formal protocols between WCBSN members</li> <li>▪ CED within S. 41 context</li> </ul> | <p><b>Tools, activities, and services to develop Francophone SMEs</b></p> <ul style="list-style-type: none"> <li>▪ Physical infrastructure and virtual service accessibility of FEDOs</li> <li>▪ Complementary services in each region</li> <li>▪ Identification of regional priorities</li> </ul> | <p><b>Additional projects in OLMC and across Western Canada</b></p> <ul style="list-style-type: none"> <li>▪ Project enhancing of economic and community development capacities</li> <li>▪ Pan West tourism corridor</li> <li>▪ Pan West projects</li> <li>▪ Joint conferences</li> <li>▪ Regional SEDI projects</li> <li>▪ Other regional projects and leveraged projects</li> </ul> |
|--|--|--|---|

### IMMEDIATE OUTCOMES

|  |   |   |
|--|---|---|
| <b>Awareness and articulation of Section 41 and WD's activities and achievements</b> | <b>Increased number of entrepreneurs, business expansions, partnerships</b> | <b>Increased capacity and visibility for Francophone economic communities</b> |
|--|---|---|

### INTERMEDIATE OUTCOMES

|   |
|---|
| <b>Innovation, diversified and sustainable economic activity within western Francophone community</b> |
|---|

### ULTIMATE OUTCOMES

|  |  |
|--|--|
| <b>Sustainable official languages minority communities</b> | <b>Increased diversification and development of Western Canada economy</b> |
|--|--|

### GOAL

|   |
|---|
| <b>A Stronger West, A Stronger Canada</b> |
|---|

## **MEASURES PROPOSED TO EVALUATE SUCCESS**

In 2007-2008, Western Economic Diversification will engage an external firm to carry out its fourth comprehensive program evaluation on the implementation of the *Official Languages Act*, Section 41 using as a base document/instrument, the detailed evaluation framework developed for WD by an external expert.

The most recent summary of the 2000-2004 independent evaluation can be found in **Appendix B**.

## **FINANCIAL AND OTHER RESOURCES DEDICATED TO THE COMPLETION OF THE ACTION PLAN**

The Action Plan was prepared on the assumption that the resources required for these initiatives will come from existing budgets, allocations from approved Treasury Board Submissions or transfers of funds through Memorandums of Understanding to further leverage investments. The programming monies are included in WD's reference levels. Funding is determined out of WD's core funding levels, then regionally allocated to allow for regional variances. The human and material resources will be dedicated in each Region and will be at the level required to successfully carry out the initiatives described above.

## **SIGNATURES**

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Kiran Cahoon  
Departmental National Coordinator

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Judy Ferguson  
Departmental Champion

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Oryssia J. Lennie  
Deputy Minister

## APPENDICES:

### Appendix A: Consultation Process

Western Economic Diversification Canada tried to ensure a widely accepted circle of influence when consulting on the Official Languages Action Plan for the Implementation of Section 41, 2004-2008. The respondents were from various sources, internal WD officers, partners, and external stakeholders. During phase I of determining a context and content relevance in the plan, the Official Languages Section 41 team were asked the following questions:

1. What do you see regionally, interdepartmentally, and nationally for Section 41 over the next 4 years?
2. How do you see the implementation of S. 41:
  - a) For WD?
  - b) For our partners?
  - c) For the Francophone communities?
3. What do you see as Goals, objectives, and targets?
4. How do the horizontal priorities such as the Action Plan for Official Languages integrate into WD's goals and objectives?
5. How do we envision client service (in the Section 41 project, partnership and consultation aspects)?
6. How do we want to communicate this?
7. How do we bring further awareness of OLA Section 41 to the Department and involve them in our implementation?
8. How do senior management and HR fit into our plan?

With these questions in mind, the regional coordinators undertook consultations with regional OLMC, stakeholders, and other federal and provincial partners. The coordinators use similar context questions listed above to set the tone in each of the consultations. The participants outlined priorities and needs of their regions, along with obstacles and concerns that kept them from achieving their community goals. Many of the priorities outlined in the regional contexts (pages 7 to 17) are a direct result of the consultations held in each province.

Following these exercises, WD Section 41 coordinators met twice to lay the groundwork for the logic model, key activities, outputs, and performance measures. The first meeting was to solidify where we saw our partnerships and how we envisaged the implementation of Section 41 with the OLMC unfolding over the next four years. This initial meeting was also an opportunity to hear preliminary observations from the consultant in evaluating the Section 41 Action Plan 2000-2004. The information presented was instrumental in defining the four key activities and the foundation for the logic model for Action Plan 2004-2008. The second meeting established clear direction for objectives, outputs, performance measures and targets relating to the logic model developed previously.

A Draft of the Action Plan was circulated to WD's Executive cadre to ensure commitment of staff and resources and to ensure consistency with departmental strategies. The draft document was then shared with the entire WD staff across all regions, the FEDO partners and regional stakeholders external to the department. Comments and feedback have been considered and incorporated into the final Action Plan where possible.

Western Economic Diversification Canada would like to thank all those who took the time to read and respond to the Official Languages Action Plan for the Implementation of Section 41, 2004-2008 consultations.

## **Appendix B: Evaluation of Action Plan 2000 – 2004**

(Excerpts from the Evaluation of WD's Official Languages, Section 41 Action Plan 2000-2004)

### **Objective and Scope of the Evaluation**

This evaluation was initiated for two purposes. First, it is intended to meet accountability requirements to Canadian Heritage, which requests that each Department Action Plan be evaluated upon its expiry. As such, the evaluation will identify and report on WD's success in achieving its objectives as stated in its Action Plan 2000-2004, and on the challenges, gaps, and future undertakings with regards to the implementation of Section 41 of the *Official Languages Act*.

The second purpose of this evaluation is to provide timely, useful, relevant and credible information on the continued relevance of the department's implementation of the Official Languages Action Plan, Section 41. This information will guide WD's Official Languages Section 41 team, managers and other stakeholders in developing the Official Languages Action Plan 2004-2008.

Evaluation questions addressed by this evaluation encompass the issues of relevance, success and effectiveness, including strengths and weaknesses, of the implementation and outcomes of WD's Official Languages Action Plan.

In particular, the evaluation covers the following questions:

- Were the goals and targets developed clear and measurable?
- Were the targets meaningful, realistic and attainable?
- Were the targets met? Why? Or why not?
- What were the outcomes and/or barriers?
- What were the contributions or partnerships contributing to Section 41 of the *OLA*?
- What has the department learned overall?
- What needs to be addressed in the Action Plan for 2004-2008?
- Were the resources employed to ensure the Plan's implementation the most appropriate and efficient?

### **Methodology**

This evaluation was based on 30 key informant interviews with WD representatives, FEDO representatives, and stakeholders from other federal departments and the communities. Methodologies also included a documentation review and site visits in the four FEDOs. Fieldwork was conducted between September and November 2003.

### **Findings and Observations**

The evaluation is still in draft stages at the writing of the Action Plan. WD will not be releasing the findings or recommendations at this time, but will report its' contents and finding in the Department's 2004-2005 progress report which will be posted on the WD website at [www.wd.gc.ca](http://www.wd.gc.ca) upon completion.

As an initial summary, WD has seen success in the implementation of the 2000-2004 Action Plan. There are areas to improve upon, which will be addressed in the 2004-08 Action Plan. Some initial information used to develop the Action Plan is that WD should address the limited communications with regards to Section 41, internally and externally to the department. Other initial comments are that a proper evaluation framework needs to be in place, including performance measurements and a monitoring strategy. In addition, comments were that WD coordinators are challenged by a heavy workload and that

more support should be providing to address continuously expanding workloads. As well, the Department needs to establish clear roles for WD and its officers, the partners and other OLMC stakeholders.

The evaluation's draft report did indicate some very noteworthy successes for WD. One of these successes focuses on the development of better business skills and better-informed entrepreneurs. Another positive comment is that economic development projects had provided concrete results for Francophone communities. Informants interviewed stated there is significant strengthening of the relationship between WD and the Francophone communities in many cases. Respondents generally agree that WD plays a pro-active role in collective federal department activities regarding Francophone communities. Another positive outcome of the Action Plan is that a number of projects are expected to produce long-term results, such as the Corridor touristique francophone de l'Ouest (CTFO) across the West and La Maison du Bourgeois in Manitoba.

Overall, WD is said to be successful in its implementation of the Action Plan. The evaluation indicates that WD's existing partnerships have been effective in implementation of Section 41 in the West. WD looks forward to the continuing those partnerships and establishing new relationships to address OLMC needs.

**APPENDIX C: GENERAL COMMENTS ABOUT THE ACTION PLAN 2004 - 2008:**

**Strong points:**

**Areas needing improvement:**

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