



Office of the Commissioner of Official Languages

2000-2001
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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**Office of the Commissioner
of Official Languages**

**Estimates
2000-2001**

Report on Plans and Priorities

**The Right Honourable Jean Chrétien
Prime Minister of Canada**

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SECTION I : Messages

A. Commissioner's Message

Canada, like all societies that want to be in tune with the globalization of trade, is undergoing constant change. In the midst of the changes that characterize our society, some basic values transcend these far-reaching transformations and remain the foundations that will guide the choices of Canadian society at the start of this new millennium.

Linguistic duality is undoubtedly one of these basic values. The arguments in its favour are innumerable and are well known. They include, for example, the country's birth and history, the long coexistence of two linguistic groups, the constitutional protections from 1867 to the present and respect for citizens' rights.

I will take the liberty of adding to this list another element that is less often mentioned but nevertheless carries just as much weight, namely, the coexistence of our official language communities, which offers the entire world a shining example of success at a time when linguistic, economic, religious and ethnic tensions still threaten to various degrees the peace and security of many nations. Our duality is not simply a Canadian value; the way we live it, respect it and develop it is also an example to the entire world.

The Commissioner of Official Languages plays a unique and indispensable role with regard to the protection of that linguistic duality at the federal level. As an ombudsman, she investigates complaints from the public and issues recommendations in order to ensure that the language rights of Canadians are respected in their dealings with federal institutions.

Respect for rights, of whatever kind, presupposes knowledge of them. The Commissioner is therefore continuing to familiarize and educate citizens about the *Official Languages Act* and her role in encouraging the Government of Canada to ensure that linguistic duality is fully respected, protected and promoted.

Accordingly, the Commissioner's role is clearly focused on people. The *Act* is not an abstract document; it affects the quality of life of English-speaking and French-speaking Canadians living in minority communities in all regions of the country. The Commissioner meets regularly with Canadians of all ages and conditions in every province, working with them to promote collective respect for our duality. She also meets with officials from the various orders of governments and individuals from the private, community and academic sectors.

To fulfil her mandate the Commissioner uses various instruments, investigations being the best known. The 1988 *Act* also strengthened her role with respect to the courts. Moreover, she uses research and analyses in order to more fully understand the constant evolution of the official language communities and the status and use of English and French in Canada. Finally, she makes use of a wide range of communication tools to inform Canadians of the

scope of the *Act* and of their rights under it and to obtain their support and participation in ensuring progress toward the equality of English and French.

It is the duty of the Commissioner of Official Languages to take all measures and actions within her authority to ensure recognition of the status of each of the official languages in Canada and compliance with the spirit and intent of the *Act*. In doing so, she must constantly find new ways to ensure that up-to-date measures are taken that meet changing needs and are appropriate to the circumstances.

The Commissioner therefore intends to make the efforts required to renew and update the discussion on Canada's linguistic duality. She plans to give greater visibility to the studies she publishes in order to increase their impact and to make greater use of modern communications techniques, including the Internet, to reach Canadians. The Commissioner also intends to develop co-operative relationships with the heads of federal institutions and provide them with active support to enable them to meet their obligations under the *Act* with regard to service to the public, the development of the communities and the recognition of English and French.

The Commissioner of Official Languages, being at the centre of the gradual progress toward equality, must pursue her activities unremittingly. That is the fundamental mandate assigned to her by the *Official Languages Act*.

Dyane Adam

B. Management Representation Statement

A Report on Plans and Priorities 2000-2001

I submit for tabling in Parliament, the 2000-2001 Report on Plans and Priorities for the

Office of the Commissioner of Official Languages

To the best of my knowledge the information:

- Accurately portrays the Office's mandate, priorities, strategies and planned results of the organization.
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The *Planning and Reporting Accountability Structure* (PRAS) on which this document is based has been approved by the Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name:

Date:

Section II : Commissioner's Office Overview

The Office of the Commissioner (OCOL), which serves the public from its office in Ottawa and its five (5) regional offices, supports the Commissioner of Official Languages (COL) in fulfilling her mandate to protect the language rights of individuals and groups in Canada and to monitor the linguistic performance of federal institutions and other agencies subject to the *Act* (hereinafter referred to as federal institutions).

A. Mandate and Vision, Roles and Responsibilities

Mandate and Vision

The *mandate* of the Commissioner consists in taking all necessary measures with a view to ensuring recognition of the status of each of the official languages and compliance with the spirit of the *Official Languages Act* (OLA) in the administration of the affairs of federal institutions, including any of their activities relating to the advancement of English and French in Canadian society.

The *vision* of the Office of the Commissioner of Official Languages rests on three essential principles on which all its activities are based:

- Linguistic duality as a fundamental value of the country
- The public comes first
- Compliance with the *Official Languages Act* and its spirit

Roles

The Commissioner is appointed by commission under the Great Seal after approval of the appointment by resolution of the House of Commons and the Senate, for a seven-year term. Like the Auditor General and the Chief Electoral Officer — who, by virtue of their mandates, must be at arm's length from the government — the Commissioner reports directly to Parliament.

The Commissioner only has the power of recommendation, although she can go to court in support of a complainant who asks her to do so. As an ombudsman, her most powerful tool is that of persuasion.

The role of the Commissioner essentially has four components:

- To investigate any complaint made to the Commissioner to the effect that the status of an official language was not or is not being recognized, any provision of an Act of Parliament or regulation relating to the status or use of an official language was not or is not being complied with, or the spirit and intent of the *Official Languages Act* was not or is not being complied with in the administration of the affairs of any federal institution, and to make recommendations as necessary to ensure compliance with the *Act*;
- To conduct studies on any issues of major importance involving the implementation of the *Official Languages Act*.
- To report to Parliament and inform the Canadian public about the scope and implementation of the *Official Languages Act* and the rights and obligations arising from it.
- To assist the official language minority communities in developing, enhancing their vitality and obtaining the rights guaranteed them by the Constitution and the *Act*.

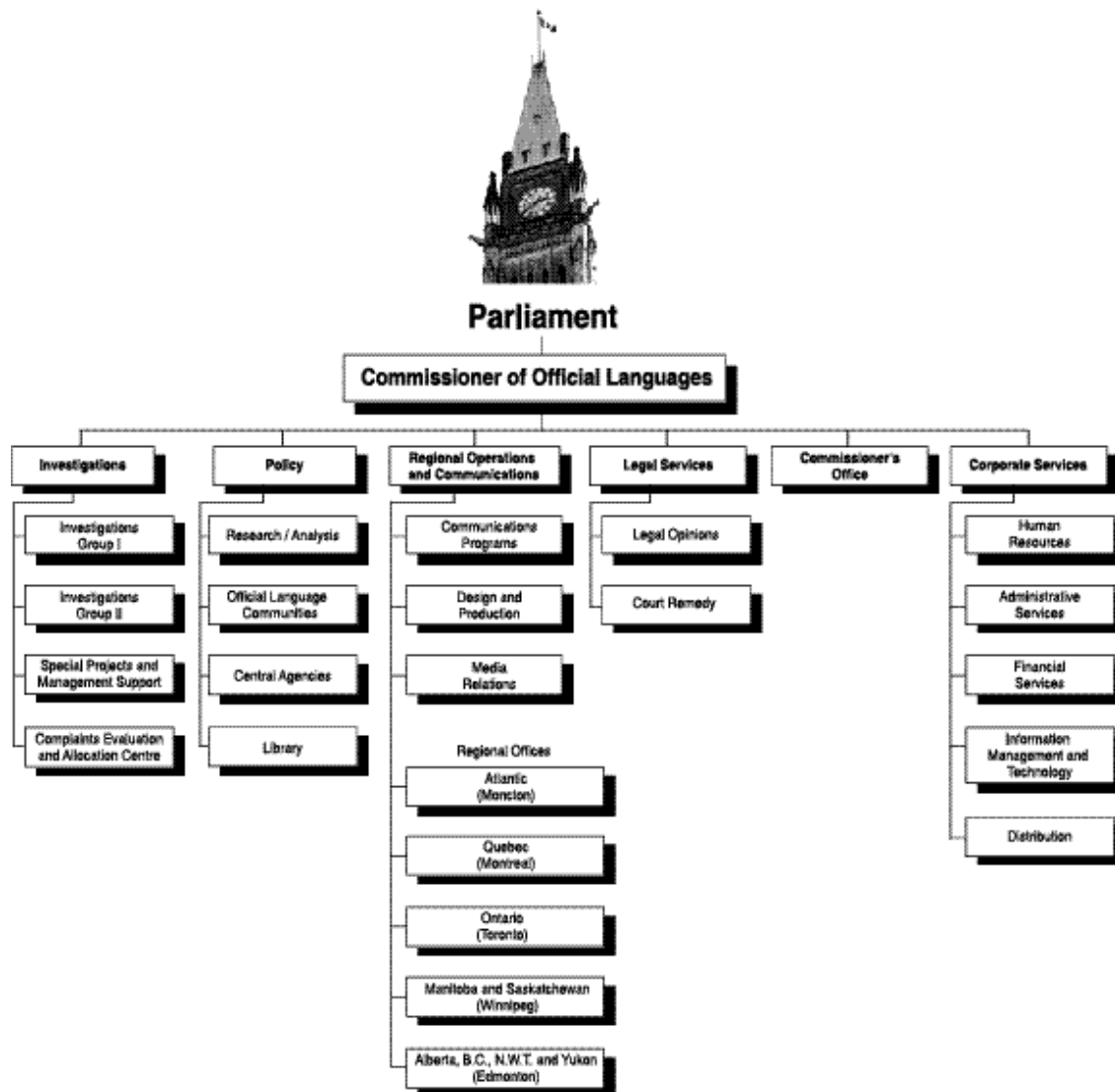
Responsibilities

Organizational Structure

The Commissioner reports to Parliament, and the Prime Minister is responsible for all the financial activities of the Office of the Commissioner. The Program is administered by six units: the Investigations Branch, the Policy Branch, the Regional Operations and Communications Branch, the Legal Services Branch, the Commissioner's Office and the Corporate Services Branch. The senior officers who head these branches report directly to the Commissioner.

The Headquarters of the Office of the Commissioner is located in the National Capital Region. The regional offices are in Moncton, Montreal, Toronto, Winnipeg and Edmonton.

Organization and Composition of Activities



While all federal institutions are subject to the *Act*, some of them play a particular role in this regard:

PARTNER	RESPONSIBILITY	INTERVENTION
Privy Council Office	Federal Language Policy	Defines the major orientations
Treasury Board Secretariat	Government Principles and Programs	<ul style="list-style-type: none"> • Develops and co-ordinates • Monitors, audits and evaluates implementation and effectiveness
Public Service	Language Competencies	<ul style="list-style-type: none"> • Provides language training to public servants • Determines the level of language knowledge of candidates for bilingual positions • Specifies principles for the imperative or non-imperative designation of positions.
Canadian Heritage	Part VII of the <i>Act</i> (promotion)	<ul style="list-style-type: none"> • Encourages and co-ordinates the implementation within the federal administration of the federal government's commitment to enhance the vitality of the English and French linguistic minority communities in Canada, and to support and assist their development and foster the full recognition and use of both English and French in Canadian society.
Department of Justice	Law, Legislation and Juridical Policy POLAJ (National Program for the Integration of Both Official Languages in the Administration of Justice)	<ul style="list-style-type: none"> • Provides advice to the government • Promotes and improves the availability of justice in both official languages to ensure that Canadians can exercise their rights in the language of their choice
Public Works and Government Services Canada	Translation Bureau	<ul style="list-style-type: none"> • Manages the translation and interpretation activities
Federal Court	Court Remedies	<ul style="list-style-type: none"> • Hears court remedies brought by persons who have previously made a complaint to Commissioner
Standing Joint Committee on Official Languages	<i>Act</i> , Regulations and Directives	<ul style="list-style-type: none"> • Monitors the implementation of the <i>Act</i> as well as the implementation of the reports of the Commissioner, of the President of the Treasury Board and of Canadian Heritage

B. Objective of the Office of the Commissioner

Ensure recognition of the status of each of the official languages and compliance with the spirit and intent of the *Official Languages Act*.

C. External Factors Influencing the Office of the Commissioner

Public Expectations and Concerns

The primary mission of the Commissioner of Official Languages is to ensure that the language rights of Canadians are respected. Citizens expect that institutions subject to the *Official Languages Act* will meet their obligations. For the official language minority communities, the contribution of federal institutions to their vitality and development is a factor crucial to their full participation in Canadian society.

In her capacity as protector of language rights, the Commissioner must handle a wide range of problems and deal with various parliamentary committees, 150 federal institutions and other privatized agencies that remain subject to the *OLA*, various associations representing both the majority and minority linguistic communities and provincial bodies. Her activities touch on the constitutional, legal, administrative and social aspects of language.

Unexpected events may require the investment of considerable energy and the co-ordination of a great many activities. For example, municipal restructuring, including that of the National Capital Region, without appropriate regard for linguistic duality; local issues that have national implications, such as the Montfort Hospital issue; changes to the structure of certain national programs involving telecommunications, etc.

The Office of the Commissioner is responsive to political and public attitudes, opinions and trends, so changes in any of these areas directly influence its operations. The results of a recent survey¹ of Canadians confirmed their support for official languages programs. Sixty-six per cent of Canadians consider the existence of the two official languages in Canada a fundamental element of Canadian identity.

The leadership exercised by the federal government and central agencies

Many of the promotional objectives of the *OLA* require the active involvement of the federal government, which must give direction to the administration of institutions and ensure implementation of the *OLA*. In addition, the federal government consults and negotiates

¹ The survey, of 1,026 respondents, was conducted by Canadian Facts/Réalités canadiennes, for the Treasury Board Secretariat, between September 11 and 14, 1998.

agreements with provincial governments for the provision of federal, provincial, municipal and educational services in both official languages. Leadership from central agencies is required for the direction and co-ordination of effective official languages policies and programs.

In this regard, the findings and recommendations of three major studies should receive the attention of the government. First, we note the completion of the follow-ups on points of service designated to provide service in both languages. This series of province-by-province studies was designed to evaluate the progress achieved compared to the results of an overall study of this subject in 1994. Unfortunately, in general, progress has been disappointing, since the situation has changed little in the past five years. Based on the province-by-province results, we are preparing a comprehensive report on the situation that will include general recommendations to the Treasury Board Secretariat designed to improve the situation.

A second study, entitled *Use of the Internet by Federal Institutions*, was the follow-up to a special study published in 1996 on the same topic. It showed some progress in terms of respect for linguistic obligations, but problems persist, such as the failure always to post information simultaneously in both languages and the poor linguistic quality of certain French sites of federal institutions.

The other study, *The Government of Canada and French on the Internet*, showed that the Internet is developing more slowly in French and that Francophones are lagging behind significantly in this respect.

This situation has major repercussions since the Internet is more and more becoming a key factor in the rapid transformations of the Government of Canada and of Canadian society. The Internet is transforming the economy, methods of service delivery to Canadians and the work procedures of public servants. As various officials of the international Francophonie have stated, improvement in this situation requires the creation of a critical mass of French-language content and services on the Internet.

Aside from the responsibilities arising from the *Charter*, the *OLA* and its key participation in the international Francophonie, the Government of Canada has an important role to play in increasing French-language content and services on the Internet. To this end, our study makes 12 recommendations for possible solutions. On December 1, 1999, the Government responded favourably to all of these recommendations. The most recent Speech from the Throne referred to the importance of the Internet, and the federal budget should provide the means to make major progress by strengthening a national vision and making a significant commitment to the creation of a government on line and an knowledge economy that would respect the two official languages.

International Events

In the context of the globalization of interactions, Canada has the enormous advantage of having as official languages two languages that are spoken by a large number of diverse societies. Canada is accordingly a member of the Commonwealth and the Francophonie and participates actively in the institutions of these two great organizations. Events such as the Francophone Summit, which was held in Moncton in 1999, and the wide range of activities that took place in connection with the "Year of La Francophonie in Canada" had a significant impact on the recognition of French as an official language of Canada. They also helped to give French-speaking Canadians who live in minority communities a greater feeling of acceptance of their identity and of confidence in themselves and in the future of their community.

D. Spending Plan of the Office of the Commissioner

(S thousands)	*Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Budgetary Main Estimates	10,802	11,119	11,119	11,119
Adjustments	<u>286</u>			
Net Planned Spending	11,088			
Plus: Cost of services received without charge	1,305	1,305	1,305	1,305
Net cost of Program	12,393	12,424	12,424	12,424
Full-Time Equivalent	123	124	124	124

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

SECTION III : Plans, Results and Resources

COMPLAINTS AND INVESTIGATIONS

A. Net Planned Spending (in thousands of dollars) and Full-Time Equivalentents (FTE)

Forecast* Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$5,656	\$5,884	\$5,884	\$5,884
70 FTE	69 FTE	69 FTE	69 FTE
* Reflects the best forecast of total net planned spending to the end of the fiscal year.			

B. Objective and Description of Business Line

Carry out investigations and special studies and make recommendations on corrective actions to ensure full compliance with the *Official Languages Act*.

C. Key Results Commitments, Planned Results and Related Activities

Key Results Commitment

Respect for the language rights of Canadians, as prescribed by the *Act* and the regulations on service to the public.

EXPECTED RESULT

To attempt, through persuasion, discussion and other appropriate methods, to resolve complaints that the Commissioner receives from members of the public to their satisfaction within a reasonable period of time, making effective use of the resources available to her.

RELATED ACTIVITIES

To perform her role fully, the Commissioner must be accessible. She therefore has, in addition to the Headquarters office, five regional representatives of the Commissioner. She relies on the support of the Investigations Branch and the Legal Services Branch to resolve the problems submitted to her. She will continue to investigate the complaints she receives and attempt to find solutions by taking various measures, including recommendations and other methods described below which the Office of the Commissioner is developing.

After exhausting all the means at her disposal the linguistic ombudsman must consider taking exceptional measures such as court remedy to resolve problems of a systemic nature.

EXPECTED RESULT

The principal objective of the Complaints and Investigations sector is to ensure the full implementation of the *OLA* by institutions subject to the *Act*. In addition to pursuing routine activities related to the handling of complaints, this sector will give priority to certain new intervention strategies so as to adapt better to the present-day environment and make its interventions still more effective.

RELATED ACTIVITIES

The sector will accordingly continue to devote energy to define new complaint resolution strategies in the framework of a government dispute resolution policy. These approaches are intended to resolve problems by using methods related to facilitation before resorting to more corrective measures.

The Commissioner will continue to make frequent use of special studies to gain a more comprehensive overview of the implementation of the *Act* or one of its particular aspects. These studies sketch a portrait of the various components of the *Act* and enable the Commissioner to identify the sectors that require improvement. These studies are also indispensable if the Commissioner is to carry out her function of evaluating the linguistic situation for Parliament. Accordingly, the Commissioner is pursuing a study on high-performance sports as a result of problems brought to her attention with regard to the services provided to athletes. She will conduct a study on language of work, given the persistence of certain systemic problems in this area. She is also pursuing a review of the impact of a major reorganization of the Royal Canadian Mounted Police on the official languages program. The study shows that the official languages are often relegated to the background in the reorganization.

EXPECTED RESULT

The special studies will help to correct systemic problems involving the implementation of the *OLA*. This approach supplements the work of handling complaints, which emphasizes the resolution of individual problems. The recommendations arising from the systemic studies have an impact on all federal institutions and consequently affect the overall implementation strategies of the *OLA*. This is true, among others, of the points of service follow-ups, which require a firmer commitment by federal institutions and the Treasury Board Secretariat to correct the deficiencies noted.

RELATED ACTIVITIES

In order to provide as accurate as possible an overview of the changes made by institutions as a result of the recommendations she makes, the Commissioner must evaluate their degree of implementation. Subsection 64(2) of the *Act* provides that the Commissioner must conduct follow-ups. Moreover, if institutions are to be fully aware of the importance of rectifying the deficiencies noted, it is important that they realize that the Commissioner is closely monitoring the situation. It is anticipated that over 250 follow-ups (following recommendations) and at least 300 follow-ups arising from commitments made by these institutions will be conducted in 2000-2001. The same figures apply to the following years.

Follow-ups on certain systemic studies undertaken in the past 18 months will also be conducted, such as on the use of the Internet, the use of English and French in the courts and the status of action taken on the study of structural transformations in the federal government. The Commissioner has also completed her follow-ups on the points of service study to finish covering the whole country. Her regional representatives will monitor its implementation.

EXPECTED RESULT

Completion of the follow-ups will enhance the ability of the Office of the Commissioner to measure the degree of implementation of the recommendations made by the Commissioner and of the commitments of institutions subject to the *Act*. This is what enables the Commissioner to measure the actual progress made in specific areas and in the federal administration in general with respect to the *OLA*. While the results are generally good in specific areas, they are more limited in certain systemic studies, such as the points of service follow-ups.

EXPECTED RESULT

Ombudsman duties require the handing of thousands of complaints and information requests per year. To deal efficiently with these complaints and requests, effective work methods and tools that support investigators in their work of handing complaints are required.

Improved work methods will enhance client service by offering more avenues for resolving a problem. This approach should make it possible to resolve a number of

complaints more quickly and effectively. For complainants, approaching the Commissioner is often the last resort available to them. Consequently, they should be served properly.

RELATED ACTIVITIES

To achieve these objectives, the sector is constantly improving its methods and tools by regularly reviewing complaint files, conducting client surveys and maintaining ongoing relations with associations of ombudsmen in Canada and abroad. Accordingly, it will complete the thorough revision of its investigation procedures manual and update its policy bulletins on various aspects of the *Act* so as to guide the work of its investigators as effectively as possible. In addition, the sector is identifying new and more flexible approaches to complaint resolution in the context of a government policy on dispute resolution.

EXPECTED RESULT

Court remedy will help to solve problems of an individual and systemic nature with a view toward the full implementation of the *Act* and its spirit. In particular, over the next three years, it is anticipated that the courts, barring any out-of-court settlement, will provide clarifications on the question of linguistic obligations under the *OLA* and the *Canadian Charter of Rights and Freedoms*, particularly on the concept of "persons or organizations acting on behalf of" an agency subject to the *OLA*.

RELATED ACTIVITIES

The provisions of Part X of the *OLA* on court remedies provide that the Commissioner may apply to the courts under certain conditions. The Commissioner cannot apply for court remedy under the *OLA* on her own initiative, but she may do so on behalf of and with the consent of a complainant, pursuant to subsection 78(1) of the *Act*. There are currently four (4) court remedy actions² taken by the Commissioner pending against institutions subject to the *Act* (Justice Canada one and Air Canada three). These actions are made necessary by the refusal of the institutions in question to comply with the requirements of the *Act* and in order to resolve problems of a systemic nature.

The Commissioner may also seek permission to intervene as party to a case already brought under Part X of the *OLA*. There are four ongoing remedy actions brought by complainants³ in which the Commissioner has either been named as *mis-en-cause* or has obtained intervener status.

2 *Commissioner of Official Languages c. Air Canada*, T-1989-96; *Commissioner of Official Languages v. Air Canada*, 1-2043-96; *Commissioner of Official Languages v. Air Canada*, T-2536-96; *Commissioner of Official Languages v. The Queen et al.* (Justice Canada), T-2170-98.

3 As of December 31, 1999, the actions brought by complainants to the Federal Court of Canada under Part X of the *OLA* were as follows: *Tessier v. The Queen (National Defense)*, T-2855-94; *Leduc v. The Queen (Foreign Affairs and International Trade Canada)*, T-1953-94; *Rogers v. The Queen (National Defense)*, T-2712-95; *Gagnon v. The Queen*, T-537-96; *Rogers v. Attorney General of Canada (Correctional Service Canada)*, T-195-97; *Doucet v. The Queen (Royal Canadian Mounted Police)*, T-1764-99.

Since the Commissioner is a linguistic ombudsman, she prefers conciliation and the resolution of differences between the parties. Court remedy is the ultimate intervention strategy available to the Commissioner to enable her to advance certain issues or ensure respect for the language rights of a member of the public. The Commissioner will continue to use this procedure when the situation requires it.

The Commissioner is also asked to intervene in cases other than those under Part X of the *OLA* that involve language rights. For example, cases involving the right to receive instruction in the minority language as provided for in section 23 of the *Canadian Charter of Rights and Freedoms*, the right to a trial in English or French in criminal cases and the remedy under the *Federal Court Act* for ensuring respect for language rights. Remedy actions can also be brought concerning requests for personal information where the Commissioner is the defendant. At present, the Commissioner is before the Federal Court of Appeal in one such case.

INFORMATION, RESEARCH AND ANALYSIS

A. Net Planned Spending (in thousands of dollars) and Full-Time Equivalentents (FTE)

Forecast* Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$1,844	\$1,861	\$1,861	\$1,861
21 FTE	21 FTE	21 FTE	21 FTE

* This amount reflects the most accurate forecasts of total net spending at the end of the current fiscal year.

B. Objective and Description of Business Line

Define the strategic orientations for the Office of the Commissioner of Official Languages by conducting research and analysis projects into linguistic issues. Ensure liaison with the various governmental organizations and associations working in the linguistic area and informing parliamentarians and the public at large on the *Act* and on the role of the Commissioner.

C. Key Results Commitments, Planned Results and Related Activities

Key Results Commitments

- Recognition of the equal status of both official languages via the promotion by federal institutions of English and French.
- Official language minority communities characterized by development and vitality.
- Knowledge of their language rights and of the role of the Commissioner of Official Languages.

EXPECTED RESULTS

That Canadians acquire a better knowledge of their linguistic rights and responsibilities and a better appreciation of the added value of linguistic duality in enriching Canada economically, politically, socially, psychologically and in terms of national unity.

That the Commissioner of Official Languages have a more accurate knowledge of the linguistic, demographic, social, economic, cultural and political realities that have an impact on the vitality of the English and French linguistic minority communities in Canada, on attitudes and on public support for linguistic duality and the Canadian official languages system, or on the recognition and use of English and French in Canadian society.

That the Commissioner also be better able to monitor these realities in the short and long term, identify the relative importance of the issues at stake and determine the effectiveness and impact of language planning policies and their implications in Canada and abroad.

That the Commissioner be able to identify better principles and strategies for development and more appropriate initiatives for promoting English and French in accordance with circumstances, so as to discharge her duties pursuant to section 56 of the *Official Languages Act*.

That the Commissioner and the Office of the Commissioner be able, in accordance with priority requirements, to foster more actively the development of the English and French linguistic minority communities and advance the recognition and use of English and French in society.

RELATED ACTIVITIES

The Commissioner of Official Languages will inform members of the public about their language rights, her role and the benefits Canada derives from linguistic duality and bilingualism.

She will conduct a study of the perception various client groups have of the Office of the Commissioner. These client groups will include the two official language minority communities and a number of subgroups in Canadian society. The study's aim will be to bring these groups closer together and increase their participation in advancing the equality of English and French.

The Commissioner will ensure that her Annual Report to Parliament receives wide distribution so as to inform the largest possible number of interested Canadians regarding her analysis of the principal issues surrounding the implementation of the *Official Languages Act*, including the recognition of English and French and the development of the official language minority communities, the initiatives she has taken in this regard and the impact these initiatives have had in advancing equality.

The Office of the Commissioner will completely update its Internet site to make it more informative and interactive.

The Office of the Commissioner will support the Commissioner by intensifying its presentation, liaison, representation and promotional activities. It will maintain active liaison with persons who play a key role in the implementation of the *OLA* or have an impact on it, such as members of Parliament, senior officials of federal institutions and central agencies, directors of associations and institutions of the official language minority communities, interest groups of the two linguistic majorities, provincial, regional and municipal governments and members of the media.

This liaison will take the form of exchanging information; sharing views and analyses; validating hypotheses, approaches, perceptions and possible intervention strategies; negotiating partnerships; providing information about the *Act* and its aim; explaining its constitutional basis.

The Commissioner will complete the national round of consultations she personally began with leaders of the English and French communities of all the provinces and territories that, as part of the first phase of her seven-year term as Commissioner of Official Languages.

The Commissioner will support the Government and federal institutions in implementing the recommendations of the special study *The Government of Canada and French on the Internet*, completed in 1999, and will monitor improvement in the number of services and documents accessible in French on the Internet.

The Office of the Commissioner will accordingly participate on the Federal Interdepartmental Committee on Promotion of the Language Industries and on the Interdepartmental Task Force on French on the Internet and the related studies arising from the special study. It will maintain close liaison with experts, federal employees, consultants, academics and others and provide the Commissioner with well-grounded advice and the communications products she requires to give speeches or interviews on the subject.

The Commissioner will publish a national study containing an inventory of procedures for co-operation between the federal government and the minority communities with regard to the delivery of a program or service to the public. She will provide advice to the Government and suggest suitable approaches to it in accordance with the principles that should guide the delegation of delivery of a federal service to the official language minority communities, as well as the conditions to be met to ensure compliance with the spirit and intent of the *Official Languages Act*. The Office of the Commissioner will also maintain close liaison with interested individuals in the communities in question to optimize the impact of these procedures on community development.

The Commissioner will publish another national study on achievement of the aim of section 23 of the *Canadian Charter of Rights and Freedoms* in light of the recent decisions of the Supreme Court of Canada. The objective of this study will be to present a historical survey of parents entitled to have their children educated in French between 1986 and 2002 and of the pupils attending homogeneous French-language schools between 1986 and 1997, two key indicators of the status of implementation of section 23.

This analysis will also enable the Commissioner to publish another study, following on the 1991 study *Official Language Minority Education Rights in Canada: From Instruction to Management and School Governance: The Implementation of Section 23 of the Charter*, published in 1998, in support of the full implementation of section 23 of the *Charter*, which the Supreme Court of Canada described in the Mahé decision as the "linchpin of Canada's commitment to bilingualism."

The Commissioner will also conduct another study, preferably in partnership with federal institutions and the communities, to support the demographic development of the Francophone and Acadian communities of Canada. This objective of this action-research will be to identify the main obstacles to the social and cultural integration of individuals and minority groups from French-speaking countries, to clearly set out the related issues and problems and to develop effective strategies and initiatives, both government and community, to facilitate the integration of recent and less recent immigrants from countries where French is spoken into Canada's Francophonie.

Improved integration would, first, optimize the reception and participation of these persons and groups in the life of Canadian society and, second, enrich and vitalize the Francophone and Acadian communities of Canada and enhance their development by supporting their sense of identity and demographic vitality.

The Office of the Commissioner will continue to follow and analyse demolinguistic trends in Canada, particularly within the minority language communities. It will also maintain and improve OCOL's knowledge of the services received and desired by the minority communities in order to better target measures designed to enhance their vitality and development. By doing so, OCOL will assist the various public authorities to serve these communities better.

As a member of various interdepartmental committees, including the research committee, the Office of the Commissioner will contribute to the efforts of various federal departments to identify research needs related to the area of official languages and the official language minority communities and will participate in discussions in this regard.

The Office of the Commissioner will continue to maintain close relations with the Parliamentary committee on official languages in order to respond to the needs and requests of its members, as well as with community associations, federal institutions, provincial departments, the media and any other group which may have an influence on linguistic duality in Canada. By doing so, it will help to promote mutual respect between the official language majority and minority communities in Canada.

The Office of the Commissioner will conduct surveys and systematically analyse the political, constitutional and economic trends that have an impact on the vitality of the minority language communities. There will be discussions with persons and institutions internationally who are interested in language issues.

The Office of the Commissioner will send letters to newspaper editors to set the facts straight, correct misinformation, defend and promote the Canadian system of language

rights and increase public support whenever an individual or group has attacked linguistic duality in a letters to the editor column.

The Office of the Commissioner will step up its production of speeches for the Commissioner and ensure their widest possible circulation. It will organize meetings with various public and media initiatives and prepare various information products.

The Office of the Commissioner will continue to seek partners in the federal administration and in the private sector to explain the scope of the *Act* and *Regulations*, the role and activities of the Commissioner and the benefits individually and collectively of having a knowledge of English and of French.

CORPORATE SERVICES

A. Net Planned Spending (in thousands of dollars) and Full-Time Equivalentents (FTE)

Forecast* Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
\$3,588	\$3,374	\$3,374	\$3,374
32 FTE	34 FTE	34 FTE	34 FTE

* This amount reflects the most accurate forecasts of total net spending at the end of the current fiscal year.

B. Objective and Description of Business Line

Provide leadership to the Office of the Commissioner and support it in program delivery to enable the organization to fulfill its mandate completely and meet its responsibilities.

C. Key Results Commitments, Planned Results and Related Activities

Key Results Commitment

The promotion of organizational efficiency through the integrated management of resources, knowledge and partnerships.

Commissioner's Office

EXPECTED RESULT

That the Office of the Commissioner have a structure, infrastructure and working method that enables it to implement effectively a new approach to the performance of the Commissioner's statutory mission.

RELATED ACTIVITIES

The Commissioner plans to conduct a review of all the activities of the Office of the Commissioner and to adjust the structure, administrative and organizational methods of operating and allocation of resources within the Office as a whole in accordance with current needs.

The Commissioner also plans to make major technological changes and to consult a wide range of Canadians, on their perceptions regarding the Office of the Commissioner's activities and on the content of the Annual Report.

Human Resources

EXPECTED RESULTS

To optimize the use of OCOL's human resources by increasing staff mobility, rationalizing the staffing process and integrating the management and planning of staffing into OCOL's operational and strategic framework.

To comply fully with the *Employment Equity Act*.

RELATED ACTIVITIES

UNIVERSAL CLASSIFICATION STANDARD (UCS)

OCOL will continue work begun last fiscal year by proceeding to convert all positions in the organization that have been described and evaluated in accordance with the new standard.

COMPETENCY PROFILE

The introduction of a competency profile for investigators will increase the mobility of OCOL's employees and make the staffing process more transparent.

NEGOTIATION OF A STAFFING DELEGATION AND ACCOUNTABILITY AGREEMENT

An important component of the PSC's staffing reform initiative requires the abandonment of a rules based approach in favour of a philosophy that emphasizes the values that underlie staffing: merit, fairness, equity and transparency.

EMPLOYMENT EQUITY

To implement the commitments made by OCOL. These commitments are based on the recommendations of the interim report of the Employment Equity Compliance Audit (carried out by the Canadian Human Rights Commission).

HUMAN RESOURCES MANAGEMENT FRAMEWORK

The human resources management and planning function, in the broad sense, will have to be more closely linked to the operational and strategic planning process of the Office of the Commissioner. To this end, the sector plans, first, to work in co-operation with line managers towards better integrating this function into all decisions related to program execution and, then, to make the persons concerned aware of the changes made to the *Public Service Employment Act* and its regulations.

Finances

EXPECTED RESULT

To ensure an environment that promotes the integration and exercise of the comptrollership function, both for decision makers at all levels and for the specialists and professionals who constitute the core of our staff.

RELATED ACTIVITIES

COMPTROLLERSHIP FUNCTION

OCOL will continue to interpret and organize the comptrollership function so that it constitutes an important factor in integrating the sector's various responsibilities for the presentation of information on financial and non-financial performance: budgeting, resource allocation, risk monitoring and management, while ensuring that the basic objectives of flexibility, incentive and information are maintained in its strategies, policies and operations.

FINANCIAL INFORMATION STRATEGY

The Office of the Commissioner will have to continue its implementation of the *Financial Information Strategy* by making the necessary changes to its internal financial policies to make them consistent with the requirements of accrual accounting so as to strengthen the decision-making process (results-based management) and accountability and to improve organizational performance.

SECTION IV : Financial Information

Table 4.1 *Net Cost of Program for the Estimates Year*

(thousands of dollars)	\$
Net Planned Spending	11,119
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services (PWGSC)	916
Contributions covering employee's share of employees' insurance premiums and expenditures paid by TBS	389
Net cost of Program for 2000-2001	12,424

SECTION V : Other Information

Table 5.1 *Listing of Statutes and Regulations*

<i>Official Languages Act</i>	R.S.C. (1985), c.31 (4th Supp.)
Official Languages Regulations (Communications with and Services to the Public)	SOR/92-48

Table 5.2 References

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





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Table 5.3 Publications Available

☎ available on the Internet : <http://www.ocol-clo.gc.ca> ☎ telephone orders ☎ mail orders

	TITLE	DESCRIPTION	AUDIENCE
PUBLICATIONS			
<i>Annual Report</i>		☎ ☎ ☎	General Public
<i>Language Rights</i>	Annual Report	☎ ☎ ☎	General Public
<i>Official Languages Act, 1988</i>	Complete text of the <i>Act</i>	☎ ☎ ☎	General Public
<i>The Government of Canada and French on the Internet</i>		☎ ☎ ☎	General Public
<i>Use of the Internet by Federal Institutions</i>	Follow-up to the 1996 Special study	☎ ☎ ☎	General Public
<i>The Equitable Use of English and French Before Federal Courts and Administrative Tribunals Exercising Quasi-Judicial Powers</i>	Follow-up to the 1995 Special Report	☎ ☎ ☎	General Public
<i>Motivations for School Choices by Eligible Parents Outside Quebec</i>		☎ ☎ ☎	General Public
<i>School Governance: The Implementation of Section 23 of the Charter</i>		☎ ☎ ☎	General Public
<i>Government Transformations: The Impact on Canada's Official Languages Program</i>		☎ ☎ ☎	General Public
<i>Follow-ups on special study of Federal offices designated to respond to the public in both languages</i>		☎ ☎	General Public
<i>The Equitable Use of English and French Before the Courts in Canada</i>	Study on Part III of the <i>Act</i>	☎ ☎	General Public
<i>The Principles of Individual Choice and Territoriality in the Implementation of Language Rights</i>		☎ ☎	General Public
<i>Language Rights and the Court Challenges Program</i>	Review of it's accomplishments and impact of its abolition	☎ ☎	General Public
<i>Official Language Minority Education Rights in Canada: From instruction to Management</i>		☎ ☎	General Public
<i>Our Two Official Languages Over Time</i>	Historical survey - 1867 – 1994	☎ ☎	General Public
<i>A Chronicle of the Office of the Commissioner of Official Languages 1970-1991</i>	OCOL's role and its development from its inception to 1991	☎ ☎	General Public
PAMPHLETS AND BROCHURES			
<i>At Your service! – Official Languages Regulations</i>		☎ ☎	General Public
<i>What About your Language Rights?</i>	Explains the <i>Act</i> and the complaints process	☎ ☎	General Public
<i>Official Languages Act, 1988: Synopsis</i>		☎ ☎ ☎	General Public

OTHER PUBLICATIONS			
<i>Talking to Each Other</i>	Kit on the official languages for secondary students		Teachers
<i>English and French in the Workplace – What Federal Employees Need to Know</i>	Bilingual 15 page booklet	 	Public servants
<i>Adventures in Time</i>	<i>Fun story and activities for 10-11 year-old</i>		Youth
POSTERS			
Feathered Friends	Names of birds in English and French		Youth
Owls Hoot	Shows birds and animals and describes in English and French the sound each make		Youth
Perspective	The earth seen from the moon		General Public
Tradition Ethel Seath Marc-Aurèle de Foy Suzor Côte	The White Barn, Eastern Townships Retour des champs		General Public
Vision A.J. Casson Lauren S. Harris	Église anglicane à Magnetawan Maligne Lake, Jasper Park		General Public
Perspective Alex Colville Clarence Gagnon	To Prince Edward Island De l'église à la maison		General Public
VARIA			
Infoaction	Information bulletin	 	General Public
Our Information Products	List of our information products		General Public
The Official Languages in Canada	Demolinguistic map of Canada		General Public
Bookmarks			General Public

LIST OF ABBREVIATIONS AND ACRONYMS

COL	Commissioner of Official Languages
FTE	Full-Time Equivalent
OCOL	Office of the Commissioner of Official Languages
OLA	<i>Official Languages Act</i>
POLAJ	Program for the Intergration of Both Official Languages in the Administration of Justice
PRAS	Planning, Reporting and Accountability Structure
PSC	Public Service Commission
PWGSC	Public Works and Government Services Canada
TB	Treasury Board
TBS	Treasury Board Secretariat
UCS	Universal Classification Standard