



Industry  
Canada

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# Industry Canada Achievement Report 2004-2005



## Implementation of Section 41 of the *Official Languages Act*

Canada 

**Industry Canada  
Achievement Report  
2004-2005**

**Implementation  
of Section 41 of the  
Official Languages Act**

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## Foreword

This Achievement Report provides the results of initiatives launched by Industry Canada in 2004-05 to support the implementation of Section 41 of the *Official Languages Act*. It has been prepared to respond to the requirements set forth by Heritage Canada.

Two of the major achievements outlined in this report are the consultative process or on-going dialogue the department has established with Canada's official language minority communities and the strong partnership we have with the regional development agencies. In the case of the former, the dialogue has been constantly pursued at various levels, at the community level, in regions and with the national coordination team in Ottawa, to ensure that information is shared and community needs and priorities are clearly understood. And, this dialogue has and continues to occur in concert with the regional development agencies, demonstrating that Industry Canada is acting together with key stakeholders and reaching out to the communities.

The Industry Canada component of the government Action Plan for Official Languages represents an extension of the department's on-going efforts to improve minority community access to existing programs and services, and to increase community participation in these programs and services. During the past year, more full-time advisors were hired to work directly with the communities, providing information on departmental programs and services. Additionally, 23 projects submitted by minority communities were launched under the highly successful *Francommunautés virtuelles* program and we worked closely with the regional development agencies to launch youth internships as well as tele-learning and tele-training pilot projects with universities, colleges and special organizations involved in these fields. We also supported a number of projects for the language industries, including marketing and research, to raise awareness of the industries and their products and services so they can seize opportunities, both domestically and internationally.

As part of our on-going efforts and in partnership with the regional development agencies, we developed an action plan for the period 2004-2008, based on formal consultations organized by Industry Canada and the regional development agencies. A formative evaluation for the implementation of Section 41 with regard to this action plan and the government Action Plan for Official Languages – economic development and language industry components – was initiated and should be completed before the end of the fiscal year 2005-2006.

Additionally, for the first time, the department and regional development agencies undertook a series of research studies to determine the investments made with the communities, identify the array of networks operating in the minority communities and to pinpoint the geographical locations of the minority communities. This research, plus approaches to more effectively integrating the minority communities in departmental programs, plans, strategies and policies was shared with the communities during the consultations in March, 2005 and community reactions were very positive.

Based on the work completed to date and the community feedback, we have started to make a difference, but there is still much more to be done. Our relationship with the minority communities is strong and we are committed to building on our investments and the results we have achieved thus far. We look forward to continued progress in the years ahead.

## Key Achievements in 2004-2005

### Ongoing Activities

- Development of Industry Canada's Action Plan 2004-2008 for implementing Section 41. This plan takes into account the mandate and priorities established during the first official consultations the department held with the official-language minority communities (OLMCs) in 2003-2004.
- Investment of over \$7.8 million for initiatives and projects with OLMCs, including \$3.1 million from FedNor.
- Three-year renewal of the memorandum of understanding with Canadian Heritage concerning implementation of the Interdepartmental Partnership with the Official Language Communities (IPOLC).
- Collaboration with Canadian Heritage, under IPOLC, on four projects to encourage the development of OLMCs. The total value of these projects was \$738 000. Since the IPOLC initiative began in 2001, the two partners have contributed a total of \$3 329 540 for 31 projects.
- Active participation at meetings of the Official Languages Branch of the Privy Council Office, of the National Committee for Economic Development and Employability and of the National Human Resources Development Committee for the English Linguistic Minority, and on many ad hoc committees set up for specific initiatives.

### Activities associated with the federal government's Action Plan for Official Languages

- Increased dialogue with the organizations for Francophone and Anglophone minority communities during the second official consultations held in collaboration with the regional development agencies\* (RDAs).
- Support and consulting services offered to OLMCs through the network of regional advisors in the field. These advisors are instrumental in increasing OLMC participation in IC and RDAs current programs. Seven advisors for the network have been hired.
- Production of various studies and analyses to enable the department to better understand OLMC priorities and issues, and to respond more effectively to them. For example, research to determine the scope of the investments undertaken by the department and by the RDAs to implement Section 41 has provided solid proof that IC and the RDAs have reached out to OLMCs, as geographic communities, through investments totalling \$50 million in 2002-2003 and more than \$69 million in 2003-2004. The amounts invested are, on the whole, proportional to the demographic weight of the OLMCs. Another study was designed to identify a network of partners in OLMCs. All these initiatives will help the department enhance its ability to know what influence it is having on OLMCs.

\* Canada Economic Development for Quebec Regions (CED)  
Western Economic Diversification (WD)  
Atlantic Canada Opportunities Agency (ACOA)



- Creation of smart tools (geographic maps), to enable the department to implement Section 41 more effectively and to increase horizontal cooperation in providing support to the communities.
- Strong partnerships with regional development agencies and with community partners to implement the Action Plan for Official Languages. In terms of the economic development component, it is estimated that in 2004-2005, more than \$3.7 million was spent on tele-training, tele-learning, internships and communications activities.
- Under the Language Industry component, partnerships have been established with Canada Economic Development for Quebec Regions, the Fédération des communautés francophones et acadienne [Federation of Francophone and Acadian communities] and the Association des universités de la francophonie canadienne [Association of universities of the Canadian Francophone community].
- The *Francommunautés virtuelles* program, which invested a total of \$2 140 000 for 23 OLMC projects, is an example of a best partnership between the department and the minority Francophone communities. For their part, the beneficiaries of the program have invested \$5.8 million, which means the communities matched every department dollar with two dollars of their own.

# Achievement Report 2004-2005

## 1. ONGOING AWARENESS BUILDING

### Result

Increased understanding of the requirements of Section 41 by executives and managers responsible for prioritized programs and services.

### 1.1 Activities

- Participation of senior management in Section 41-related activities and special events within the department;
- Establishment of communication ties between Section 41 officials and the managers and employees of the prioritized programs;
- Information sharing on official-language minority communities;
- Awareness-building for managers and officers responsible for prioritized programs and services;
- Design, implementation and strengthening of tools for the department's managers;
- Consideration of the communities' priorities in planning, developing and implementing the department's programs and services;
- Facilitation of communications between the communities and the program managers and officers.

### 1.2 Achievements

Industry Canada (IC) has developed a set of tools that will allow the managers of services and programs to consider the various points that need to be examined in relation to OLMCs when developing new policies and programs or implementing existing ones. The following are some examples:

- A mapping product prototype. Through the department's Broadband Services, a series of maps have been created for each region of Canada. This new tool is currently being closely examined within the department, and the results obtained will be shared with our federal partners.
- A comprehensive database containing key information about Francophone community groups outside Quebec and Anglophone community groups in Quebec. This tool, which will enable the department to more effectively identify and understand the relationships and affiliations among the groups, will be updated regularly.
- A proposal for a Section 41 lens applicable to IC initiatives for the implementation of Section 41. This lens will enable program managers to apply a checklist of questions to ensure that OLMC priorities can be taken into account more effectively in planning, developing and implementing their programs. The lens will also make it possible to identify initiatives that can impact the development of OLMCs.

- Research to achieve better understanding of the extent of the actions of the department and the regional development agencies (RDAs) for 2002-2003 and 2003-2004, and to identify the investments made in the OLMCs and the impact on their economic development. The results of this research, which only takes into account the amounts that can be positively identified as spent in OLMCs, show that the amounts invested are generally proportional to the demographic weight of the OLMCs.

Various opportunities have been used to make the department's prioritized programs and services known. For example, the Communications and Marketing Branch has made regional offices and programs aware of the tools available, such as the research, and that these tools will be made available to these offices shortly.

Also, the department's network of program coordinators, who focus on the achievement of Section 41 objectives within their respective programs, has been strengthened.

The Student Connections (SC) program has enhanced the official languages clause in its contribution agreements with program beneficiaries, to better reflect the need to be proactive with OLMCs. The same clause has been reiterated in the subcontracts between beneficiaries and administrative centres. Those who respond to requests for proposals to recruit new centres must now describe their regional strategy, in order to guarantee SC capacity to serve the various communities, including OLMCs. Finally, SC has proceeded to have biannual presentations and discussions with its 14 administrative centres, in order to make them more aware of OLMC realities and priorities.

The ProAction41 intranet site, a virtual resource centre for Industry Canada employees and managers, has been improved and upgraded. In particular, the site's menu has been streamlined and enriched, and a news bulletin is periodically sent to major users.

A language clause was included in the contribution agreements on Broadband Services in regard to French-language services where demand was significant.

### **1.3 Specifically Regional Achievements**

#### **Atlantic Region**

IC regional representatives have held formal and informal discussions on the progress achieved in community-related projects. For example, talks have taken place concerning pilot projects under the Community Access Program (CAP), the Southwestern Nova Scotia information technology fair project, the recommendations of Acadian community stakeholders serving on advisory committees, and consultations in connection with the Information Highway Applications Branch (IHAB) programs. There are also meetings between the Executive Regional Director and various stakeholders in the communities, to inform them of the department's interest in working with them and with our partners on the issue of developing the minority Francophone communities in the Atlantic Region.

The Atlantic Region has sponsored a study on the impacts of demographic and social change on the economy of the region's Francophone communities. The study data will enable us to support our interventions with program managers in regard to the needs of the communities.

The Director responsible for official languages is regularly involved in making other members of the senior management committee aware of their responsibilities under the *Official Languages Act*, and presentations are given on the department's Section 41 responsibilities and commitments.

## Quebec Region

In 2004-2005, various awareness-building activities were initiated, to present the issues associated with implementing Section 41 and more particularly the circumstances of the region's minority Anglophone community. For example, the regional coordinator made a presentation to the Executive Regional Director and to regional directors. The advisor also approached CAP and Broadband employees and managers.

A regional action plan for implementing Section 41 has been developed, featuring several internal communications activities. The department's regional intranet site has been linked to the CommunAction.ca and ProAction41 Web sites.

Five planning meetings with the Operations Steering Committee have been organized, and OLMC priorities (Broadband, CAP, etc.) have been discussed at those meetings.

## Ontario Region

In the Ontario Region, community support activities are included in the regional planning process. The functional units take the priorities of the region's Francophones into account in developing their action plans.

A special activity was organized for the employees of the regional office, to help them better understand the Francophone community in the Ontario Region. In this activity, the host of Société Radio-Canada's radio show *C'est la vie* was invited to paint a picture of the current state of French culture in Ontario.

## FedNor

Communication mechanisms were put in place so that representatives of key Francophone organizations would be among those consulted over the development of new Ontario initiatives for the social economy, a priority program for the OLMCs of Ontario.

FedNor has developed a communication and awareness-building plan for 2004-2008, which will guide new official languages initiatives and allow increased information sharing. The plan includes some internal communications initiatives, which are being carried out primarily through the following activities:

- Follow-ups to the preliminary report of the Commissioner of Official Languages on the audit of the Community Futures Program (CFP);
- Development of a consultation plan for OLMCs regarding priority programs;
- Staff awareness-building sessions.

FedNor has started to develop a new external publication to showcase success stories relating to the partnerships between FedNor and the OLMCs.

A range of information and tools enabling FedNor to become better acquainted with OLMCs has been shared with FedNor staff and with the CFDCs, which are required to provide their services in both official languages. For example, at the annual conference of the Ontario Association of CFDCs, FedNor shared a list of Web sites of provincial Francophone organizations that are working on economic development, OLMC priorities (RDÉE strategic plans and VISION communities), information on the magazine *Le Lien économique*, and on Web sites that offer Francophone resources in support of businesses.

As part of its launch of the Francophone Tele-Learning Pilot Project Initiative, FedNor generated an

e-mail distribution list that included key Francophone organizations targeted by this initiative.

FedNor provided 45 bilingual staff members with training on TERMIUM® and with other linguistic tools, to make them more aware of the importance of language quality within the organizations and of providing better quality service to OLMCs.

In implementing its programs, FedNor responds directly to project proposals from OLMCs, in accordance with their priorities and particular needs.

In addition to pursuing ongoing dialogue with the OLMCs through its program officers, FedNor has continued to participate in various formal and informal communications forums, both internally and externally. It is through these activities in particular that communication takes place between OLMCs and program officers, and that collaborative ties are strengthened.

FedNor shares information on OLMCs drawn from various sources with its staff, its working group on official languages and/or bilingual Community Futures Development Corporations (CFDCs).

### **Prairie and Northern Region**

During the period studied, the Region hired three regional advisors responsible for Section 41, informed all employees in the region that these advisors had been hired, and described their roles and responsibilities.

When IC's Action Plan 2004-2008 for implementing Section 41 was published, the regional team engaged in an awareness- building exercise with those in charge of the prioritized programs.

Regular communications took place between the Information Highway Applications Branch (IHAB) group in the Prairie and Northern Region and the regional coordinator for Section 41 in order to identify opportunities for supporting OLMC priorities.

Presentations were made to various management and planning teams, and working relationships were developed between those responsible for implementing Section 41 and International Trade Canada in the region.

An article was published in the region's internal newsletter *PNR Connections*, regarding the implementation of Section 41 within the region.

### **Pacific Region**

The Pacific Region circulated information on the implementation of Section 41 activities. In particular, the Region distributed the ProAction 41 link to all managers and employees, and invited them to consult the site by creating a link on their regional intranet site.

A presentation of the Action Plan 2004-2008 and of the agreement between IC and Western Economic Diversification (WD) was made to managers in the regional office. Meetings were held with managers in IC's Victoria and Yukon offices to make them aware of OLMC priorities and to explore possible partnerships to promote programs and services.

The regional advisor coordinated a partnership between RDÉE British Columbia and the Student Connections program, in order to improve service delivery in OLMCS.

## 2. *INCREASED CONSULTATIONS*

### **Result**

A closer working relationship between official-language minority communities and the department.

### **2.1 Activities**

- Formal and informal consultations with official language minority communities at the national, regional and local levels;
- Consultations when programs and policies are developed and implemented;
- Creation of ongoing collaborative relationships among advisors, coordinators and community representatives;
- Participation in formal consultations with communities that are organized by other federal departments and agencies;
- Participation in national and regional joint committees, and in other activities;
- Creation of more direct ties between Industry Canada managers and stakeholder audiences, including representatives of the communities.

### **2.2 Achievements**

For the second consecutive year, Industry Canada (IC) held formal consultations with the official language minority communities (OLMCs), in partnership with the regional development agencies (RDAs). The purpose of these consultations was two-fold: to inform OLMC representatives of the work done by IC and the RDAs over the past year to further the economic development of the OLMCs, and to discuss the relationship between OLMC economic development priorities and IC and RDA programs. The agenda included discussions and workshops on community economic development in a minority setting.

The network of regional advisors now has seven people, whose work ensures increased collaboration in the support offered to OLMCs. The network is helping communities to know more about the programs and services of the department and RDAs, and is working to make OLMC priorities better known.

In the area of interdepartmental consultation at the national level, the department is working in concert with its federal partners, such as the Privy Council Office, Human Resources and Skills Development Canada (HRSDC), Canadian Heritage and Statistics Canada. By participating in the National Committee for Economic Development and Employability and in the National Human Resources Development Committee for the English Linguistic Minority, IC has strengthened its role as supporter of minority Francophone and Anglophone communities. The department has also taken part in various ad hoc events, such as the provincial summit for Quebec's Anglophone community.

## **2.3 Specifically Regional Achievements**

### **Atlantic Region**

Regular meetings have been held between the coordinator, regional advisors and OLMC representatives. These meetings have made OLMC needs better known, and have thus raised the awareness of departmental managers responsible for developing policies and programs.

The regional Section 41 representatives have taken part in several tables or working groups, including P.E.I.'s Groupe de travail régional sur le développement des ressources francophones (GTRDRF) [Regional working group for the development of Francophone resources], the interdepartmental subcommittees for official languages of the Federal Councils of New Brunswick, Nova Scotia and Newfoundland and Labrador (N.L.), and the Comité d'orientation aux affaires francophones (COAF) [Francophone affairs orientation committee] in N.L. All these meetings serve several purposes: to provide an opportunity to receive and exchange information on strategic development projects that are relevant for the Acadian and Francophone community; to seek to achieve flexibility in current programs and services, in order to support projects reflecting the community's strategic plan; and to exchange ideas concerning the federal policies, programs and services that affect priority areas targeted by the Réseau de développement économique et d'employabilité (RDÉE) or by other organizations.

The region is participating in an interdepartmental initiative to set up and implement a Government of Canada public service desk (single-window service) on the Port-au-Port Peninsula in N.L.

### **Quebec Region**

The Section 41 coordinator and advisor have attended meetings of the Government Table and Community Table of the National Human Resources Development Committee for the English Linguistic Minority, of the Working Group on Job Creation and Economic Diversification, and of several Community Economic Development and Employability Committees (CEDECs) and other organizations representing the Anglophone community, including the Quebec Community Groups Network (QCGN).

Close ties have developed between the advisor and CEDEC and QCGN members, and the community groups have frequently spoken positively of the advisor and the role he is playing.

### **Ontario Region**

The Ontario Region has held regular meetings with a number of community partners, including RDÉE Ontario, the Chambre économique de l'Ontario [Economic chamber of Ontario] and the Réseau du Centre Sud-Ouest [Centre-Southwest network], which brings together the region's Francophone organizations and associations of business people in order to explore innovative ways of increasing support for OLMCs. The OLMCs also took part in the consultations on the social economy.

The Ontario Region of Industry Canada took part in the activities of other federal partners like Canadian Heritage. IC Ontario Region plays an active role on the OLMC committee of Citizenship and Immigration Canada, which develops initiatives to encourage new immigrants to settle outside Toronto.

## **FedNor**

Through its program officers, FedNor maintains close ties and continuous dialogue with OLMCs. With their partners, the Official Languages Champion and the Official Languages Coordinator participated actively in various community and government forums and consultations, at the national, provincial and regional levels. These included:

- National Committee of Economic Development and Employability;
- Ontario coordinating group on economic development and employability; (RDÉE Ontario), including the RDÉE's day of regional consultation with economic stakeholders in the Northern Ontario region, held in Timmins, Ontario;
- Interdepartmental consultation with OLMCs, initiated by HRSDC in connection with the development of a new program to meet the needs of OLMCs;
- Canadian Heritage consultation with OLMCs, held in Sudbury, Ontario;
- Bilingual CFDCs, supported at a Francophone networking session held in conjunction with the annual conference of the Ontario Association of CFDCs and a consultation meeting;
- Official Language Subcommittee of the Ontario Federal Council.

FedNor has made sure that representatives of key Francophone organizations were among the stakeholders consulted in developing new Ontario initiatives for the social economy.

## **Prairie and Northern Region**

A departmental representative took part in the awareness-building, consultation and networking activities organized by IC's federal partners, including Western Economic Diversification (WD) and Canadian Heritage. Consultations with organizations continued throughout the region. The Information Highway Application Branch (IHAB) held an official consultation with the region's Francophone leaders to discuss the future of the Community Access Program and regional geographic realities, and to propose a new definition of cybercommunity.

## **Pacific Region**

The Section 41 regional advisor organized more than 100 interactions (meetings, consultations, events) with urban and rural Francophone communities in British Columbia and the Yukon to explore collaboration and information sharing opportunities. For example, he attended several Section 41-42 meetings of the federal network in the British Columbia region, and WD monthly meetings in connection with the agreement between IC and WD. The advisor recently joined the Official Languages Committee of the Pacific Federal Council. Discussions have been held with the British Columbia RDÉE and with the Association franco-yukonnaise [Francophone association of the Yukon], to discuss OLMC priorities and to identify opportunities for cooperation between OLMCs and IC or WD.

In the Pacific Region, Industry Canada and WD signed an agreement to implement the interdepartmental agreement to adopt a "single-window" approach, under which a single advisor would serve the region's OLMCs on behalf of the two departments.

To follow up on the collaboration agreement between IC and WD, the advisor attended the meeting organized by WD in Edmonton, which was also attended by WD's Assistant Deputy Minister for Official Languages. This meeting was followed by consultations on implementing the agreement between IC and WD and on other OLMC-related activities. An initial plan of activities for the advisor, which identified priority projects of the OLMCs, was also developed.



### 3. *COMMUNICATIONS*

#### **Results**

- Better understanding, in official language minority communities, of the programs and services offered by the department and by regional development agencies;
- Greater availability of information and advice on programs and services;
- Increased awareness, in the communities, of the opportunities offered by the programs and of their benefits, to help them participate in the knowledge-based economy;
- Increased use, by the communities, of the programs and information provided.

#### **3.1 Activities**

- Support for communities seeking information on the programs and services available from the department and regional development agencies, relevant financial assistance and means of easy, rapid access to this funding and support;
- Coordination within the department, and consultative efforts with other government entities;
- Development, design, implementation and reinforcement of external communication tools concerning the department's programs and services;
- Distribution of promotional items on the department's programs and services;
- Preparation of and participation in such regional events as forums, fairs and workshops.

#### **3.2 Achievements**

In late 2004-2005, the network of advisors was consolidated to encourage closer ties between the department and the regional development agencies (RDAs). The advisors help official language minority communities (OLMCs) to be better informed about activities, programs and services that might interest them and contribute to the economic development of their respective regions. In 2004-2005, more than \$844 500 was invested for liaison, communications and counselling activities by the network.

Language Industry Program officials created an information package and posters. These were distributed, in particular, to regional advisors and coordinators, who will employ them in increased efforts to reach the program's potential clients.

The Language Industry Program participated in various events organized by industry stakeholders, including the Language Industry Association (AILIA) Canadian Tour.

In 2004-2005, there were more visits to the CommunAction.ca Web site, an information portal designed for OLMCs, and more pages were displayed on the site:

- In March 2004, there were 3 000 visits and 7 600 pages were displayed.
- In March 2005, there were 8 076 visits and 18 850 pages were displayed.

Links created from various OLMC sites to the CommunAction.ca site resulted in an increase in the number of referrals.

The department is closely following the contents of the Web sites on Strategis, to ensure that the

information available to OLMC members is appropriate and is available in the official language of their choice.

The department has used the Canadian Heritage *Bulletin 41-42* to publish articles about Industry Canada's consultations with OLMCs, the *Francommunautés virtuelles* and SchoolNet programs.

### **3.3 Specifically Regional Achievements**

#### **Atlantic Region**

A regional newsletter, *Connexion Atlantique*, was developed to promote the department and its successes in the communities. The newsletter also has a section specifically devoted to the best practices of OLMCs in the Atlantic region. Promotional articles were also produced to publicize the newsletter.

As part of a project to make Francophone communities more aware of the potential of broadband, various technologies and certain services, the regional office secured the participation of various partners, including Human Resources and Skills Development Canada, ACOA and the Conseil acadien de Par-en-Bas [Acadian council of Par-en-Bas] in Nova Scotia (N.S.) for the organization of a bilingual smart fair in Yarmouth in March 2005. At the fair, the Collectivité ingénieuse de la Péninsule acadienne [Acadian Peninsula Smart Community] of New Brunswick (N.B.) made a presentation on its smart emergency measures project.

The regional office participated in a number of events to promote the department's programs and services as well as CommunAction.ca. These included:

- Business women's symposium in Prince Edward Island (P.E.I.);
- Franco-Tech 2004 Francophone e-business fair in New Brunswick (N.B.);
- Forum Expo Acadie 2004 in Halifax, Nova Scotia (N.S.);
- Congrès mondial acadien [Acadian world conference] – four booths set up in the four Francophone regions of Nova Scotia;
- Information Fair 2005: Supported by the provincial office, two bilingual fairs gave the public an opportunity to find out about ICT applications currently used in P.E.I and how wireless Web technologies operate, and to discuss the impact of these technologies on the economy, on culture and on the applications derived from them.

#### **Quebec Region**

The regional advisor visited a number of organizations and associations from the Anglophone minority communities, and particularly Community Economic Development and Employability Committees (CEDEC) from the Community Table and several associations represented by the Quebec Community Groups Network (QCGN), to provide information on IC and Canada Economic Development. During these sessions, presentations were made on the CommunAction.ca and Strategis Web sites, to facilitate quick access for occasional inquiries concerning general information and major relevant sources of funding.

The regional advisor took part in many forums, conferences and workshops that were organized in different regions of Quebec by or for the province's Anglophone communities. These included:

- Townshippers' Day annual information day;
- Meeting with representatives of the Magdalen Islands CEDEC;
- Forum on linguistic duality, an initiative of Canadian Heritage.

## **Ontario Region**

A wide range of presentations were made on various departmental programs and services. As one example, the Regional Access Program (RAP) of the Canada-Ontario Business Service Centre (COBSC) made a presentation to the provincial Réseau national de développement économique et d'employabilité, RDÉE Ontario. The aim of the presentation was to raise the participants' awareness of COBSC's activities and of regional access sites in the Francophone community, and to inform them of the partnership criteria for the RAP.

The Official Languages Champion took part in the Phénix award and gala ceremony of the Chambre économique de l'Ontario [Ontario chamber of economics]. This award recognizes the exceptional contribution of businesses and entrepreneurs offering French-language services in Ontario.

Discussions were initiated with two groups: the Regroupement des gens d'affaires africains de Toronto [group of people of African descent living in Toronto] and the RDÉE for Southwestern regions that are designated as bilingual and are currently served by the Regional Access Program (RAP) of the Ontario Region (Niagara Peninsula and Cornwall area). These discussions involved a review of the activities that the partners have undertaken so far regarding the OLMCs and the services associated with the official languages that are offered to clients/groups in those areas. They aimed to identify gaps and evaluate opportunities, in order to take advantage of them and to determine best practices that can be shared with other OLMCs.

The Ontario regional office and FedNor also developed regional communications strategies.

## **FedNor**

In addition to *FedNor Update*, its bilingual publication designed to publicize its programs and services to OLMCs, FedNor is in the first stages of producing a new publication to showcase its partnerships with OLMCs.

With a view to better serving OLMCs, FedNor works with a number of government and community organizations including Canadian Heritage, Human Resources and Skills Development Canada, the RDAs, Northern Ontario funding partners, Joint Committee of the Coordinating Group on Economic Development and Employability (RDÉE) and the National Committee of Economic Development and Employability.

## **Prairie and Northern Region**

Information meetings have been organized to present Industry Canada and Western Economic Diversification (WD) programs to the following groups:

- Société franco-manitobaine [Franco-Manitoban society];
- Economic Development Council of Manitoba;
- Manitoba Community Development Network;
- Chaboillé Community Development Corporation (Manitoba);
- Sainte-Agathe Community Development Corporation (Manitoba);
- Conseil de la coopération de la Saskatchewan [Saskatchewan council for cooperation];
- Association communautaire fransaskoise [Franco-Saskatchewan community association] and Saskatchewan RDÉE;
- Association canadienne-française de l'Alberta [French Canadian association of Alberta];

- Chambre économique de l'Alberta [Alberta chamber of economics];
- Association des francophones du Nunavut [Francophone association of Nunavut].

## **Pacific Region**

The OLMCs of British Columbia and the Yukon received a letter informing them of the partnership established between IC and WD under the federal government's Action Plan for Official Languages, and of the "single-window" approach.

The regional advisor for Section 41 maintained ongoing communications with the various OLMC stakeholders and with his federal and provincial partners. For instance, exploratory meetings took place with the British Columbia RDÉE and the City of Coquitlam, to discuss the Project 2010 business plan, as well as with the Business Service Centres of Vancouver and Whitehorse.

Other meetings included:

- Semaine de la Francophonie [Francophone community week], sharing a booth with WD and the BC RDÉE;
- Forum socio-économique du RDÉE Colombie-Britannique [BC RDÉE socioeconomic forum], ensuring the participation of the Yukon RDÉE;
- Annual general meeting of the Association francophone du Yukon [Francophone association of the Yukon];
- Launch of Flaunt your Frenchness in Coquitlam (Maillardville);
- Business in Tune with Arts and Culture, an event involving a Quebec economic delegation, the Nanaimo Chamber of Commerce, several OLMC representatives, the City of Nanaimo and the provincial government.

## **4. COORDINATION**

### **Result**

Collaboration with multiple partners to foster the development of official language minority communities and to help them achieve their full potential.

### **4.1 Activities**

- Participation by Industry Canada senior management in activities and special events to implement Section 41;
- Inclusion of the communities in various activities, and information sharing among partners;
- Partnership with federal, provincial and municipal government agencies;
- Active participation of the department in various regional and national networks for implementing Section 41;
- Ongoing dialogue between coordinators of prioritized programs and services, and the department's communications officers;
- Distribution of Canadian Heritage *Bulletin 41-42*, and preparation of articles on the department's initiatives.

## 4.2 Achievements

Industry Canada (IC) renewed its memorandum of understanding with Canadian Heritage (PCH) for the implementation of the Interdepartmental Partnership with Official Language Communities (IPOLC). The renewal is for three years. For 2004-2005, IC's contribution was \$400 000, and PCH contributed some \$338 000. The initiatives involve:

- Research on communities to identify optimal conditions for knowledge exchange, collaboration and innovation, in order to attain regional economic development objectives;
- Strengthening of Nova Scotia's network of Community Access Program (CAP) sites;
- Industrial and commercial subcontracting for Ontario's Francophone businesses and communities;
- Analysis of the needs of the audio conferencing network of the member institutions of the Association des universités de la francophonie canadienne [Association of universities of the Canadian Francophone community].

IC held a two-day work session with regional and departmental advisors and coordinators, in order to increase departmental collaboration in support of official language minority communities (OLMCs).

The department is actively participating, with its federal partners, in the development of strategies, and has agreed on actions to meet OLMC needs and Part VII commitments. These partners include:

- the Ministers' Reference Group on Official Languages;
- the Committee of Deputy Ministers on Official Languages (CDMOL);
- the Official Languages Support Committee;
- the National Committee of Economic Development and Employability;
- the National Human Resources Development Committee for the English Linguistic Minority;
- the Coordinating Committee on Official Languages Research;
- the Committee of National Coordinators Responsible for the Implementation of Section 41 of the OLA.

Under the Language Industry component of the Action Plan for Official Languages, partnerships were created with Canada Economic Development for Quebec Regions (CED), the Fédération des communautés francophones et acadienne (FCFA) [Federation of Francophone and Acadian communities] and the Association des universités de la francophonie canadienne (AUFC) [Association of universities of the Canadian Francophone community].

CED is a major partner in creating the Language Technologies Research Centre. Joining forces with the Quebec department of Economic Development, Exports and Innovation and with the Université du Québec en Outaouais, CED spent \$9.1 million to construct a new building, and has observer status on the board of directors of the Centre.

The department has pursued active networking with the International Trade Centres (ITCs), RDÉE Canada, Canada Business Service Centres, Western Economic Diversification and some IC sectoral trade teams. The Language Industry team maintains a constant dialogue with its colleagues in other programs and services, including those in the Communications and Marketing Branch.

Language industry officials of Industry Canada are continually collaborating in efforts to promote the initiative, to liaise with businesses and to reach the OLMCs. For example, the FCFA is an active partner

on the initiative's steering committee, in addition to facilitating relations with Francophone communities throughout the country. The FCFA has collaborated extensively to promote the Language Industry Program.

### **4.3 Specifically Regional Achievements**

#### **Atlantic Region**

Under the Community Access Program (CAP), a partnership was created with IPOLC to fund the implementation of a provincial network in Nova Scotia for Acadians/Francophone CAP sites.

IC Atlantic Region has initiated planning for a forum that will take place in the Acadian Peninsula of New Brunswick and target a number of stakeholders, including Connect NB Branché, the Nova Scotia Office of Economic Development and NB Services. The forum will enable these stakeholders to demonstrate products and services developed in French, facilitate opportunities for interprovincial collaboration within Canada's Francophone community, and offer some workshops or presentations by experts.

#### **Quebec Region**

The coordinator and the advisor are working closely with their federal and community colleagues. They are actively participating in meetings of the Community and Government Tables of the National Human Resources Development Committee for the English Linguistic Minority.

The regional advisor is actively working with the Community Table's Community Economic Development and Employability Committees (CEDECs), the associations represented by the Quebec Community Groups Network, the Job Creation and Economic Diversification working group and the Équipe rurale du Québec [Quebec Rural Team] managed by Agriculture and Agri-Food Canada.

The Quebec Region is working in partnership with CED on tele-training and tele-learning projects, internships, and awareness-building activities of the Community Futures Development Corporation (CFDC) network.

#### **Ontario Region**

A memorandum of understanding between the Ontario regional office and FedNor ensures on-going collaboration to support the activities of Francophone communities throughout the province. The collaboration initiative has three components:

- communication, consultation and promotion activities;
- tele-training and tele-learning pilot projects; and
- business internships for young people.

The Regional Access Program (RAP) has launched an extranet network for its external partners, who can post information in the language of their choice. However, to foster development of the OLMCs and to strengthen their vitality, the Canada-Ontario Business Service Centre is posting its own documents in both official languages, and is providing the added value of an interpreting service, on request.

The Ontario Region is participating actively in the OMLC committee of Citizenship and Immigration Canada, which is developing initiatives to encourage new immigrants to settle outside Toronto. The regional office is also working continually with the Office of Francophone Affairs of the Ontario Government, to identify joint activities that might benefit OLMCs.

## **FedNor**

FedNor participated in many activities designed to develop closer ties with OLMCs. The major activities were as follows:

- Forum of Northern Ontario funding partners, attended by representatives of provincial and federal departments and of other non-governmental organizations that fund projects in Northern Ontario (e.g., Ontario Heritage Fund - Northern Ontario, Fondation franco-ontarienne [Franco-Ontarian Foundation], Ontario Trillium Foundation).
- Discussion forums of regional development agencies, in connection with follow-ups to the Community Development Program audit of the Commissioner of Official Languages.

## **Prairie and Northern Region**

A partnership was developed between Western Economic Diversification (WD), the Prairie and Northern Region and the British Columbia Region to undertake a needs assessment of OLMCs in the Western and Northern provinces in regard to tele-learning and tele-education.

IC Prairie and Northern Region participated in many networks and working groups, including:

- The Board of directors of the Manitoba Interprovincial Network of Official Languages Coordinators (MINOLC);
- The writing team for MINOLC's *Coup de pouce*, an information publication for coordinators;
- A working group to maintain French learning retention in Saskatchewan;
- The Alberta Linguistic Duality Network;
- A working group responsible for implementing Saskatchewan's memorandum of understanding on economic and human resources development.

## **Pacific Region**

The Pacific regional office has established a collaborative relationship with a number of federal partners, in order to foster the development of OLMCs. These partners include WD B.C., Human Resources and Skills Development Canada, National Research Centre Canada, Health Canada, Citizenship and Immigration Canada, Indian and Northern Affairs Canada, and the Canada School of Public Service. The regional advisor for Section 41 is an active member of the advisory committee of the BC coordinating group on economic development and employability (RDÉE BC) and of the Official Languages Committee of the Federal Council of the Pacific, and also participates in Section 41 meetings and federal initiatives in British Columbia.

In 2004-2005, three partnerships were formed to support innovative projects such as:

- Production of a CD-ROM on the social economy, in concert with the IC regional office of the Prairie Region and WD BC;
- Creation of a marketing business plan to exploit the historic Francophone presence in the city of Coquitlam, in part to benefit from the large number of visitors who will be coming to British Columbia for the 2010 Olympic and Paralympic Winter Games;
- E-business workshops (creation of Francophone Web sites) to promote and increase knowledge of this area by small to medium-size businesses in British Columbia's Francophone community;
- In collaboration with the Francophone Association of Nanaimo, participation in the creation of a networking evening, to foster trade between a Quebec sugar maple growing region, represented by a business delegation, and the Chamber of Commerce of Nanaimo.

## 5. DELIVERY OF PROGRAMS AND SERVICES

### Results

- Increased participation of official-language minority communities in the department's programs and services;
- Increased use and application, by communities, of knowledge tools;
- Opportunities for young people to acquire skills and work experience in the official language of the minority;
- Increased partnerships.

### 5.1 Activities

- Participation of official-language minority communities in prioritized programs and services;
- Participation of the communities in initiatives associated with the Action Plan for Official Languages;
- Partnerships, agreements and accords concerning service delivery, joint projects, research or other initiatives associated with economic development of the communities;
- Financial assistance for projects concerning the priorities of the communities, directly or in collaboration with other partners.

### 5.2 Achievements

In 2004-2005, a large number of initiatives were launched under the terms of the agreement that the department and the regional development agencies made to launch tele-training and tele-learning pilot projects as well as internships. For pilot projects designed to provide access to advanced technologies and to services offered through technology, over \$2.6 million was invested in 12 projects. In terms of internships, 38 youth participants capitalized on work experience including the knowledge of the integration of information technologies. The investment amounts to \$220 000. Further details on these projects are given under the heading *Specific Regional Accomplishments*.

The department also sponsored specific initiatives valued at almost \$134 000 to contribute to the development of minority Anglophone and Francophone communities. These included:

- A partnership between the Business Development Bank of Canada (BDC), the Chambre économique de l'Ontario [Economic chamber of Ontario] and Industry Canada, enabling young Francophone entrepreneurs in the Greater Toronto Area, including immigrants, to receive advice and counselling from the BDC, a member of the Industry Portfolio.
- Creation of the Lower North Shore information and communications technology plan for the Coasters' Association. This project also includes a proposal for a regional information and communications technologies cooperative.
- Lauriers de la PME 2005 [SME Laurels 2005], an initiative sponsored by the Réseau de développement économique et d'employabilité (RDÉE Canada). One of the particular aims of the Lauriers is to recognize the added value of small and medium-sized Francophone enterprises outside Quebec.



### ***Francommunautés virtuelles***

In 2004-2005, under its *Francommunautés virtuelles* (FV) program, the department funded 23 projects that originated with the OLMCs, representing an investment of \$2 140 000 in these communities. During the period, the beneficiaries of the program invested \$5.8 million. This means the communities put up two dollars for every dollar invested by the department.

### **Broadband Services**

In 2004-2005, the department invested \$80 million on outreach to 900 communities across Canada. Among these, 115 OLMCs received broadband services.

### **Computers for Schools**

This program delivered over 3563 computers to minority Anglophone and Francophone schools, or 1304 to English-language schools in Quebec and 2259 to French-language schools outside Quebec.

Through its repair workshops, the program also offered skills development and learning opportunities to young Canadians in minority language communities across Canada. In 2004-2005, Industry Canada invested \$122 500 in the operation of the Sudbury workshop, enabling nine young graduates to have their first work experience as repair technicians.

### **Canada-Ontario Municipal Rural Infrastructure Fund**

On November 15, 2004, the governments of Canada and Ontario signed a new infrastructure program agreement, the Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF). Under COMRIF, the two governments will each invest over \$298 million Ontario by 2009. Designed for communities with a population of less than 250 000, COMRIF aims to improve and increase public infrastructures in such priority areas as drinking water and wastewater treatment, roads and bridges, and waste management.

COMRIF is part of broader strategies that the federal government and Ontario have adopted to meet the infrastructure needs of municipalities and thus foster sustainable growth in Ontario. The joint COMRIF Secretariat has been set up to offer single-window bilingual access to federal and provincial employees assigned to this program, and to Ontario's municipalities and media. The Association of Municipalities of Ontario (AMO) provides invaluable help in developing and promoting COMRIF, but does not share in the program's funding decisions.

The results of the first period for receiving applications will be announced in the spring of 2005. COMRIF's two other periods for receiving applications will help to ensure stable, predictable funding for the duration of the program. This reliability will enable municipalities to identify their priorities, to secure the necessary funding and to plan the project's budget and implementation.

### **Community Access Program**

IC's Community Access Program invested \$1 207 961 to strengthen the existing network of Web sites, which comprises 254 Francophone centres outside Quebec and 16 Anglophone centres in Quebec.

## **Canada's SchoolNet**

Canada's SchoolNet program is designed to develop strategies to ensure that Francophones in Quebec, outside Quebec and in other countries of the world have equal access to initiatives relating to technologies, services and learning opportunities. During the past fiscal year, partnerships with the industrial sector and with other levels of government were created in order to encourage an effective national strategy for public awareness-building, Internet use and for the prevention of the sexual exploitation of children on the Web. In the case of the latter, a bilingual Web site has been created, <http://www.cyberwise.ca> and an awareness campaign and promotional tools have been developed.

## **Student Connections**

In 2004-2005, the Student Connections (SC) program hired 57 Francophone students outside Quebec and 20 Anglophone students living in Quebec. This represents an investment in the order of \$330 000. The SC centres in Manitoba and in British Columbia worked closely with the Economic Development Council for Manitoba Bilingual Municipalities and with the British Columbia Economic Development Corporation to develop the partnerships required to promote and deliver the program to Francophone business people in the OLMCs.

## **Information Management/Information Technology**

The Information Management/Information Technology (IM/IT) Secretariat of the Voluntary Sector Initiative administered by Industry Canada ceased operation after successfully completing its terms of reference.

The IM/IT strategy resulted in the creation of significant tools and user-friendly technological services, to help organizations in the voluntary and community sector to provide essential services in their respective communities. These tools and services are important for OLMCs, where volunteers offer essential support to their community. The activities and tools created include, in particular: a volunteer and community sector portal, [www.voluntarygateway.ca](http://www.voluntarygateway.ca); a set of online tools designed to help funders and applicants for financial aid to deal with technology funding applications; a Canadian directory of foundations and businesses; IM/IT Canada, a pan-Canadian technical training and support; and a national awareness campaign.

## **Language Industry**

In 2004-2005, total contributions made to OLMC businesses were \$39 000. This amount was shared among five Anglophone businesses in Quebec (Montreal, Outaouais, Gaspé Peninsula). The program's targeted marketing activities began in 2004-2005. The number of contributions paid the OLMC businesses should increase as a result of the greater communications effort made by regional advisors and coordinators.

## 5.3 Specifically Regional Achievements

### Atlantic Region

In fiscal year 2004-2005, the department and its regional partner, ACOA, moved forward to invest a total of over \$1.8 million for the following projects:

- Computerization of the contents of the advanced level course in ambulance care with the Université Sainte-Anne in Nova Scotia.
- Innovative continuing distance education solutions, so that Francophones in the Atlantic Region can have access to the modified and adapted contents of eight courses in the Forum for International Trade Training (FITT) program. This is an initiative by the New Brunswick Community College (NBCC) Bathurst Campus and by the Université Sainte-Anne in Nova Scotia.
- Development of modules for training forepersons. This is an initiative by the NBCC Campbellton and Dieppe Campus.
- Medical secretary techniques - remote medical transcription, a project by the NBCC Campbellton Campus.
- Computerization of general studies program courses, and creation of computerized learning objects in mathematics by the NBCC Acadian Peninsula Campus.
- E-learning content development component of the University of Moncton, New Brunswick.

The regional Atlantic office has put in place a provincial network of Acadian and Francophone Community Access Program (CAP) sites in Nova Scotia, bringing together 20 or so sites in nine communities. In 2004-2005, nine young people were hired under the Human Resources and Skills Development Canada (HRSDC)/CAP Youth Initiative. This two-year initiative, which will end in March 2006, is being carried out under IPOLC in collaboration with Canadian Heritage. The initiative has made it possible to hire a coordinator, develop a training strategy for young people, hold meetings and develop French-language workshops and services for the clientele of CAP sites.

In partnership with various federal and community organizations, the Atlantic regional office has supported initiatives related to OLMC economic development. Partners in these initiatives include the Newfoundland and Labrador RDÉE, the Conseil économique du Nouveau-Brunswick [New Brunswick economic council], the Conseil de développement économique de la Nouvelle-Écosse [Nova Scotia economic development council], the Conseil acadien de Par-en-Bas [Par-en-Bas Acadian council], the Collectivité ingénieuse de la Péninsule acadienne (CIPA) inc. [Smart community of the Acadian Peninsula], the Association touristique du Sud-Ouest de la Nouvelle-Écosse [Southwestern Nova Scotia tourist association], the Acadian community radio station and the University of Moncton.

In partnership with the Conseil économique du Nouveau-Brunswick, Industry Canada has inaugurated a new initiative entitled "Prix Aboiteaux / Recherche et développement" [Aboiteaux research and development award]. This award is given to Francophones who have contributed to the development of New Brunswick's economic vitality through innovation and marketing their goods and services. A series of articles has also been created to promote the award.

## Quebec Region

In 2004-2005, the Quebec regional office consolidated its partnership with Canada Economic Development for Quebec Regions (DEC), particularly in the field of tele-learning and tele-training pilot projects, and internships. Over \$290 000 was allocated for the following initiatives:

- A study by the Fondation de l'entrepreneuriat [Entrepreneurship foundation], which was carried out in partnership with the Quebec Learners' Network. The aim of this initiative was to identify optimal parameters for designing and implementing a tele-learning project for the promotion and development of an entrepreneurial culture in Quebec's rural Anglophone regions.
- The Community Economic Development Technical Assistance Program, in partnership with the Réseau d'investissement social du Québec [Social investment network of Quebec] (RISQ) and the Center for Innovative Entrepreneurial Leadership. This project focussed on developing tools to support collective entrepreneurship and to help targeted Anglophone communities make use of tele-learning and tele-training.
- The implementation of internships connected to the new economy, in partnership with Youth Employment Services (YES), for young Anglophones and businesses, and support from the organization through an extensive range of programs and services for job hunting, entrepreneurship and mentoring.

## Ontario Region

The Community Access Program (CAP) of the Information Highway Applications Branch (IHAB) in the Ontario Region invested nearly \$530 000 to maintain the horizontal network of 78 sites serving the province's major Francophone communities. The network offers access to a whole range of information and communications technologies services and resources.

Again in connection with the CAP, IHAB provided financial support to Collège Boréal for setting up a toll-free hotline allowing CAP site users to obtain technical assistance, and for the development of Web pages in French that would include consultation tools.

The Ontario regional office offered technical support to the RDÉE of Southwestern Ontario with a view to creating a twinning network of Francophone businesses. This involved designing an initiative, helping find partners and preparing an application for financial support. As a result, \$30 000 was secured for a two-year period from the Trillium Foundation.

## FedNor

In 2004-2005, FedNor invested more than \$3.1 million to support development of the official language minority community in the regions it serves. Of this amount, nearly \$2.8 million went to support 31 Francophone community group projects that worked to achieve several ends: to stimulate innovation; to increase the presence of Francophones in the economy of knowledge; to foster community economic development and entrepreneurship; to help the growth of small business; to give a boost to tourism; to incorporate young people; and to ensure that the communities are "well connected."

FedNor also invested \$423 667 in the Community Futures Development Corporations (CFDC), to support service delivery in both official languages and to enable the CFDCs to provide better service to official-language minority communities.

## **Ontario Region and FedNor**

As part of the Francophone Tele-Learning Pilot Projects Initiative, under the federal government's Action Plan for Official Languages, which is administered jointly by the Ontario regional office and by FedNor, three distance training and education pilot projects were approved. The department invested a total of \$190 000 for the following:

- The Chambre économique de l'Ontario [Economic chamber of Ontario] and La Cité collégiale will design online learning tools adapted to the realities of the Franco-Ontarian community, and will promote these tools. Besides the promotion of continuous tele-learning tools through use of technologies, the project components include the development of interactive training sessions.
- The Destination Ontario français project, a partnership undertaken by TFO-TV Ontario, RDEE Canada, the Cité collégiale and Alfred College, aims to build a virtual online community that will bring together various elements such as career development, labour force adjustment and job creation. The project will include a multimedia gallery with success stories, and will also have various other resources.
- Agro Futures is a project designed to meet the needs of Franco-Ontarians who want to acquire new knowledge in environmental management and in organic farming. The project is a partnership among Alfred College, the Union des cultivateurs franco-ontariens [Association of Franco-Ontarian farmers], the Prescott-Russell Community Development Corporation and the Réseau rural francophone de l'Est de l'Ontario [Eastern Ontario Francophone rural network].

## **Prairie and Northern Region**

In the last year, the Prairie and Northern Region increased its collaboration with its federal partner, Western Economic Diversification (WD), in order to carry out a large number of projects. In particular, under the tele-training and tele-learning pilot projects, an investment of \$75 000 was made to the Faculté Saint-Jean to develop a feasibility study and conduct a strategic planning exercise, in order to prepare a long-term tele-training and tele-planning plan; and also to develop a series of pilot projects and to implement online training courses. The two federal partners also supported the development of an interactive Web site for young people, in connection with the Jeux de la Francophonie canadienne [Games of the Canadian Francophone community] to be held in Winnipeg in 2005.

Also in the framework of the agreement between IC and WD, 31 internships were created to help young people to stay in their communities. This represents an investment of \$140 000.

The bilingual service centre initiative is another example of a partnership where the department worked closely with the Federal Council of Manitoba.

## **Pacific Region**

Under the terms of the agreement between IC and WD for tele-training and tele-learning pilot projects, an important two-year initiative has been approved, to meet the needs for French-language training in British Columbia. The project, initiated by the agency ÉducaCentre, is developing a virtual campus providing a gateway to college programs and continuing education in French in British Columbia. For the year just ended, the investment was over \$370 000.

## Webography

Broadband Services	<a href="http://broadband.gc.ca">broadband.gc.ca</a>
Canada Business Service Centres	<a href="http://www.cbsc.org">www.cbsc.org</a>
Canada-Ontario Municipal Rural Infrastructure Fund	<a href="http://www.comrif.ca">www.comrif.ca</a>
Canada's SchoolNet	<a href="http://www.schoolnet.ca">www.schoolnet.ca</a>
Community Access Program	<a href="http://cap.ic.gc.ca">http://cap.ic.gc.ca</a>
Computers For Schools	<a href="http://cfs-ope.ic.gc.ca">http://cfs-ope.ic.gc.ca</a>
CyberWise	<a href="http://www.cyberwise.ca">www.cyberwise.ca</a>
FedNor	<a href="http://fednor.ic.gc.ca">http://fednor.ic.gc.ca</a>
<i>Francommunautés virtuelles</i>	<a href="http://francommunautes.ic.gc.ca/">http://francommunautes.ic.gc.ca/</a>
Information Management/ Information Technology	<a href="http://www.vsi-isbc.ca/eng/imit/program.cfm">www.vsi-isbc.ca/eng/imit/program.cfm</a>
Language Industry Program	<a href="http://strategis.ic.gc.ca/epic/internet/inlip-pil.nsf/en/Home">http://strategis.ic.gc.ca/epic/internet/inlip-pil.nsf/en/Home</a>
Strategis	<a href="http://strategis.ic.gc.ca">http://strategis.ic.gc.ca</a>
Student Connections	<a href="http://www.scp-ebb.com">www.scp-ebb.com</a>
VoluntaryGateway.ca	<a href="http://www.voluntarygateway.ca/">www.voluntarygateway.ca/</a>
CommunAction.ca	<a href="http://communaction.ca">http://communaction.ca</a>
ProAction41 [intranet]	<a href="http://icweb.ic.gc.ca/proaction41">http://icweb.ic.gc.ca/proaction41</a>