

**Collaboration Accord
Between
Canadian Heritage
And the
Community Sector of the
Acadian Community of
New Brunswick, Represented
by the
Forum de concertation des
organismes acadiens**

Parties have signed the attached copy of the Collaboration Accord in its French version.
The translated version of the Accord is for information only and does not bind the parties.

ACADIAN COMMUNITY OF NEW BRUNSWICK

Collaboration Accord between Canadian Heritage and the Community Sector of the Acadian Community of New Brunswick

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INTRODUCTION

- 1 The Government of Canada and New Brunswick's Acadian community sector have a long history of working together for the common good of French-speaking Canadians living in New Brunswick. We share a commitment to improving the quality of life of our fellow citizens and to fostering the development of vibrant, healthy communities. The presence of official-language minority communities contributes to the improvement of quality of life for all Canadians. Our relationship is built on a foundation of trust and mutual respect.
- 2 The Government of Canada has undertaken, via the *Official Languages Act*, to enhance the vitality of linguistic minority communities in Canada (Anglophones in Quebec and Francophones outside Quebec), to assist their development and to promote the full recognition and use of both official languages in Canadian society.
- 3 This *Collaboration Accord between Canadian Heritage and the Acadian Community Sector of New Brunswick*, represented by the *Forum de concertation des organismes acadiens* mirrors the accord signed in December 2001 by the Prime Minister and representatives of Canada's voluntary sector. (*An Accord between the Government of Canada and the Voluntary Sector*).

Context

- 4 The relationship between the Government of Canada and the official-language minority communities has led to significant progress since 1970. Over the two cycles of Canada-Community Agreements from 1994 to 2004, new organizations have emerged and networks have grown stronger.
- 5 The *Action Plan for Official Languages* adopted in March 2003 reaffirms the Government of Canada's commitment to linguistic duality. The *Action Plan* creates a horizontal accountability and coordination framework to report to Canadians on the results achieved in three main areas: an exemplary public service, education and the development of official-language minority communities. The framework applies to all federal institutions. In addition, ten departments and agencies receive funding under the *Action Plan*. Within both government and the communities themselves, community development architects and partners have grown more numerous and more diverse.

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- 6 The equal status of New Brunswick's Acadian community is unique in Canada. Legislation recognizes the equality of status and equal rights and privileges of the province's two linguistic communities, including the right to distinct educational institutions and cultural institutions as are necessary for the preservation and promotion of these communities. The Government of New Brunswick has a prime responsibility in the protection and promotion of this equality. Many architects of community development in all fields of activity are partners in meeting the needs of citizens and the community.
- 7 As a community development architect, the community sector is one of three pillars of Canadian society, along with the public and private sectors. Our quality of life, our economic strength and the vitality of our democratic institutions depend on the vibrancy of these interdependent sectors and the support they provide to one another. Volunteers and staff working in Acadian organizations are actively involved in making a difference and improving their communities. They deliver services critical to Canadians, advocate for common causes, and support economic and community development in Canada.
- 8 The community sector has also been instrumental in the development of most of the public services we rely on today as essential manifestations of a caring society.
- 9 Progress in the Acadian community of New Brunswick was achieved through the mobilization of the entire Acadian civil society, which developed its own institutions, and through social action. The Acadian community sector remains an important social player in communities. The Department acknowledges its important contribution to the vitality of the province's Acadian community.
- 10 Acadian organizations bring their knowledge, expertise and compassion in working with communities and individuals to public policy debates and identify priorities to governments. By encouraging people to participate and work together for common causes, Acadian organizations strengthen citizen involvement, give voice to the voiceless, allow for multiple perspectives to be heard on a variety of issues, and provide opportunities for people to practice the skills of democratic life.

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- 11 Acadian organizations provide opportunities for volunteers to contribute to the life of their communities. The term "volunteer" refers to all who work by choice, without remuneration, on causes or for people outside their personal sphere. People volunteer formally, through organizations, or informally by participating and helping others. Volunteering takes different forms in different cultures and different regions of the country. Women and men who volunteer are committed to making a difference and believe deeply in the work they are doing.
- 12 Volunteers are involved in all three sectors, but the community sector is the only one developed by volunteers and that fully solicits their involvement. The rich network of organizations, called the community sector, helps make Canada the humane, caring and prosperous nation it is, and is one of the strengths for which Canada is known around the world.

The parties to this Accord

The community sector of New Brunswick's Acadian community, represented by the Forum de concertation des organismes acadiens

- 13 This Accord applies to the Community Sector of the Acadian Community of New Brunswick, represented by the Forum de concertation des organismes acadiens. The Acadian community sector consists of organizations that exist to serve a public benefit, are self-governing, do not distribute any profits to members, and depend to a meaningful degree on volunteers. Membership or involvement in these organizations is not compulsory, and they are independent and distinct, as institutions, from the formal structures of government and the private sector. Although many Acadian organizations rely on paid staff to carry out their work, all depend on volunteers, at least on their boards of directors.

The Department of Canadian Heritage

- 14 This Accord applies to the Department of Canadian Heritage, by virtue of the *Official Languages Act*.

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Scope of the Accord

- 15 The Accord's focus is on the relationship between the Acadian community sector and Canadian Heritage. Both the Department and the Acadian community sector have relationships with other federal departments and agencies, other levels of government (provincial and local), private sector entities and government and quasi-government bodies. Each of these relationships has its own history and dynamics. The Accord recognizes the importance of these relationships but has no bearing on them.
- 16 The Accord also recognizes that many Acadian organizations do not work directly with Canadian Heritage but nevertheless contribute to enhancing the vitality of New Brunswick's Acadian community. It acknowledges the independence of Acadian organizations, which may, if applicable, maintain relations and propose policies to other departments; it also acknowledges that there are circumstances where Canadian Heritage and the Acadian community sector organizations may advocate different courses of action or choose to tackle issues of common interest separately.

Reason for the Accord

- 17 New Brunswick's Acadian community sector and Canadian Heritage share a long tradition of joining forces to achieve common goals. Both sides believe, however, that there is benefit in formalizing the relationship with an accord that will facilitate greater mutual understanding and more cooperative ways of working together.
- 18 Both the Acadian community sector and the Department of Canadian Heritage are large and diverse. It is important for each to know what to expect from the other, and to appreciate the roles, goals, and perspectives of the other.
- 19 Ten years of cooperation through two cycles of Canada-Community Agreements have helped the relationship between the Department and the Acadian community sector evolve towards the shared goal of community-driven development. This Accord builds on previous efforts and seeks to improve the relationship, while respecting limitations of each party.

THE ACCORD

PART I – PURPOSE OF THE ACCORD

- 20 The purpose of the Accord is to strengthen the ability of both the Acadian community sector and Canadian Heritage to better serve French-speaking Canadians living in New Brunswick.
- 21 This Accord derives its strength from the evolving relationship between the Acadian community and the Department of Canadian Heritage. While the Accord is not a legal document, it is designed to guide the evolution of this relationship by identifying the common values, principles and commitments that will shape future practices. It focuses on what unites the Acadian community sector and government, honours the contributions of both, and respects their unique strengths and different ways of working.
- 22 The Accord attests to a public commitment of Canadian Heritage and of Acadian organizations to work together in an open, transparent, consistent and collaborative way. When working together, Canadian Heritage and Acadian organizations seek to fulfil the commitments set out in the Accord, and in so doing enhance the quality of life of French-speaking Canadians living New Brunswick.

PART II - VALUES

- 23 The Accord is based on the following seven Canadian values that are most relevant to the relationship between Canadian Heritage and the Acadian community sector. These values are closely interrelated and together create a climate for improving and enhancing the lives of all Canadians:

Linguistic Duality

- 24 ▪ Enhancing the vitality of official-language minority communities, supporting and assisting their development, and promoting the full recognition and use of both official languages in Canadian society;
- 25 ▪ Taking into consideration the fact that linguistic duality is expressed in a particular way in New Brunswick, especially in education and in cultural matters;

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Active citizenship

- 26 ▪ Promoting the active involvement or engagement of individuals and communities in shaping society, whether through political or voluntary activity or both;

Equality

- 27 ▪ Respecting the rights of Canadians under the *Constitution Act of 1982*, the *Canadian Charter of Rights and Freedoms*, the *Canadian Human Rights Act*, and the *Official Languages Act*;
- 28 ▪ Respecting the rights guaranteed to citizens of New Brunswick in the *Act Recognizing the Equality of the Two Official Linguistic Communities in New Brunswick* and section 16.1 of the *Canadian Charter of Rights and Freedoms*;

Diversity

- 29 ▪ Respecting the rich variety of cultures, languages, identities, interests, views, abilities, and communities in Canada;

Inclusion

- 30 ▪ Promoting the expression and representation of diversity and upholding the right of each to speak and be heard;

Social Justice

- 31 ▪ Ensuring full participation in the social, economic and political life of communities; and

Democracy

- 32 ▪ Upholding the right to associate freely, to express views freely and to engage in advocacy.

PART III - PRINCIPLES

33 The Accord is based on the following guiding principles:

Independence

34 Canadian Heritage and the Acadian community sector are autonomous, have unique strengths and separate accountabilities, and agree that:

- 35 ▪ Canadian Heritage, within the mandate given to it by Parliament, is accountable to all Canadians for its actions, and has a responsibility to identify issues of national concern and mobilize resources to address them, establish policies and make decisions in the best interest of all Canadians;
- 36 ▪ Acadian organizations are accountable to their supporters and to those they serve in providing services, organizing activities and giving collective voice at the local, provincial, national and international level;
- 37 ▪ The independence of Acadian organizations includes their right within the law to challenge public policies, programs and legislation and to advocate for change; and
- 38 ▪ Advocacy is inherent to debate and change in a democratic society and, subject to the above principles, it should not affect any funding relationship that might exist.

Interdependence

39 The Acadian community sector and Canadian Heritage recognize that:

- 40 ▪ The actions of one can directly or indirectly affect the other, since both often share the same objective of common good, operate in the same areas of Canadian life, and serve the same clients; and
- 41 ▪ Each has complex and important relationships with others (other federal departments and agencies, provincial, territorial and local governments, business, labour, etc.), and the Accord is not meant to affect these relationships.

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Dialogue

- 42 The Acadian community sector and Canadian Heritage, recognizing that sharing of ideas, perspectives, and experiences contributes to better understanding, improved identification of priorities, and sound public policy, agree that:
- 43 ▪ Dialogue should be open, respectful, informed, sustained and welcoming of a range of viewpoints;
 - 44 ▪ Dialogue should respect each party's confidential information, should build and maintain trust; and
 - 45 ▪ Appropriately designed processes and governance structures are necessary to achieve sustained dialogue.

Cooperation and Collaboration

- 46 Canadian Heritage and the Acadian community sector agree that the social fabric of communities is strengthened and civic engagement is increased when they work together to address issues of mutual concern, and that:
- 47 ▪ Working together to identify common priorities or complementary objectives will facilitate cooperation and collaboration; and
 - 48 ▪ Working relationships should be flexible and respect what others contribute, as well as the challenges and constraints under which they operate.

Accounting to Canadians

- 49 In addition to their separate accountabilities, the Acadian community sector and Canadian Heritage are accountable for maintaining the trust and confidence of Canadians by:
- 50 ▪ Ensuring transparency, high standards of conduct and sound management in their work together; and
 - 51 ▪ Monitoring and reporting on the results.

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Transparency

- 52 Canadian Heritage and the Acadian community sector must promote a mutual understanding of the context in which they operate, and a clear understanding of the factors affecting decisions on each side. They agree that Acadian organizations and the Department must communicate information on their functioning, practices, intentions, objectives and results in a timely manner.

PART IV – COMMITMENTS TO ACTION

- 53 The values and principles of the Accord are the basis for the development of the relationship between Canadian Heritage and the Acadian community. Success in building the relationship will depend on the actions and practices of both Canadian Heritage and the Acadian community sector for the benefit of French-speaking Canadians living in New Brunswick. In moving forward, the following commitments will be essential:

Shared commitments

- 54 The Acadian community sector, represented by the Forum de concertation des organismes acadiens, and Canadian Heritage commit to:
- 55 ▪ Act in a manner consistent with the values and principles in this Accord;
 - 56 ▪ Develop the mechanisms and processes required to implement the Accord;
 - 57 ▪ Work together as appropriate to achieve shared goals and objectives;
 - 58 ▪ Support community-driven development; and
 - 59 ▪ Promote awareness and understanding of the contributions that each makes to Canadian society.

Canadian Heritage Commitments

- 60 Canadian Heritage, within its mandate under Part VII of the *Official Languages Act*, commits to:
- 61 ▪ Recognize and consider the implications of its legislation, regulations, policies and programs on the Acadian community, including the importance of funding policies and practices for the further development of the relationship and the strengthening of the Acadian community sector's capacity; and

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- 62 ▪ Recognize its need to engage the Acadian community, through the Forum, in open, informed and sustained dialogue so that the sector may contribute its experience, expertise, knowledge, and ideas in developing better public policies, in the design and delivery of programs, and in the implementation of the interdepartmental and intergovernmental roles as defined in Part VII of *the Official Languages Act*.

New Brunswick Acadian Community Sector Commitments

- 63 On behalf of the Acadian community sector, the Forum de concertation des organismes acadiens commits to:
- 64 ▪ Continue to identify important or emerging issues and trends in communities, and act on them or bring them to the attention of Canadian Heritage, under its mandate (Part VII of the *Official Languages Act*), and of the Government of Canada, in keeping with its *Action Plan on Official Languages*;
- 65 ▪ Serve as a means for the voices and views of as many Acadian organizations as possible to be represented and be heard by Canadian Heritage and the Government of Canada, ensuring the mobilization and engagement of the various elements of the community; and
- 66 ▪ Recognize its need to engage an open, informed and sustained dialogue within the Acadian community sector, so that the community may:
- 67 ▪ Articulate a common vision with respect to its overall development and update the sequencing of strategic priorities, in the form of the Global Development Plan; and consequently
- 68 ▪ Make informed choices required for the Forum to account for results.

PART V – IMPLEMENTATION OF THE ACCORD

- 69 The Forum de concertation des organismes acadiens and Canadian Heritage agree on:
- 70 ▪ The common results they wish to attain to enhance the development and vitality of New Brunswick's Acadian community, taking into account the key community issues they have identified;
- 71 ▪ The appropriate organizational structures to implement the provisions of the Accord; and

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- 72 ▪ The processes for implementing the Accord, for reporting to Canadians on the status of the relationship and the results that have been achieved, for agreeing on next steps, and for considering strategic opportunities for future collaboration
- 73 The aim is that the Accord and its implementation plan will provide a framework for helping the Acadian community sector and Canadian Heritage better serve French-speaking Canadians living in New Brunswick.

1. Key Community Issues and Common Results

- 74 The Forum and Canadian Heritage take note of the key issues affecting the Acadian community of New Brunswick and agree on common results to enhance the vitality of this community.

1.1. Key Community Issues

- 75 New Brunswick's Acadian community has important concerns and faces numerous issues, including the sustainable development of regions, a falling birth rate, Francophone immigration and the integration of newcomers, assimilation and the reinforcement of linguistic and cultural vitality, governance, access to health services in French, equity and narrowing the wage gap between men and women.

1.2. Common Results

- 76 Canadian Heritage takes note of the results set out in the Acadian community's Global Development Plan, which are as follows:
 - 77 ▪ Increase the sense of belonging to the Acadian identity;
 - 78 ▪ Give the Acadian community of New Brunswick the political and legal framework needed to reach its full development;
 - 79 ▪ Facilitate the Acadian community sector's mobilization, joint action and greater participation in the global development of New Brunswick's Acadian community;
 - 80 ▪ Improve the economy of the Acadian regions of New Brunswick;
 - 81 ▪ Allow New Brunswick's Acadian community to drive its own development;
 - 82 ▪ Guarantee the whole of the New Brunswick Acadian population access to quality education and training in its own language;

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- 83 ▪ Reinforce the Acadian community's influence within the Francophonie;
 - 84 ▪ Enhance and recognize the value of Acadian culture; and
 - 85 ▪ Improve the health and well-being of New Brunswick's Acadian population and community.
- 86 The Forum and the Department of Canadian Heritage agree to working towards the following common results within the framework of this Accord:
- 87 ▪ The strengthening of cultural and identity vitality;
 - 88 ▪ The strengthening of community participation and capacity;
 - 89 ▪ The strengthening of the community representation structure;
 - 90 ▪ The strengthening of local and regional governance;
 - 91 ▪ The promotion of the use of the French language in community life; and
 - 92 ▪ The strengthening of the duality and equality of New Brunswick's official languages communities.

2. Cooperation and Collaboration

2.1. Community Cooperation and Cohesion

- 93 The vitality of New Brunswick's Acadian community hinges on the joint efforts of many development architects, namely community networks and their individual organizations, community institutions, public and para-public institutions, and the private sector. It also hinges on getting people to volunteer their time and effort for a cause or the public good, and thus contribute to the life of their community.
- 94 This collaboration Accord aims at encouraging community cooperation and at bringing together and supporting the involvement of all architects and of community development. It will require the joint effort of all such community development architects. These may include groups that are funded by *Cooperation with the Community Sector*, as well as institutions and organizational networks that do not receive funding from that envelope, for example, those in the areas of arts, culture and communications; community development, education, economy, and social-political.

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Forum de concertation des organismes acadiens du Nouveau-Brunswick: Nature and Role

- 95 The community forum has a responsibility to promote cooperation and optimal efficiency among all development architects of the Acadian community of New Brunswick.
- 96 In New Brunswick, the community forum currently takes the form of the Forum de concertation des organismes acadiens du Nouveau-Brunswick (the Forum). Presently, the Forum is the largest structure bringing together the institutional and community sector stakeholders of the Acadian community.
- 97 The Forum articulates gives structure to the community development process and the selection and sequencing of strategic priorities. It facilitates the crafting of a Global Development Plan that integrates the contributions of all community development architects (the Acadian community sector and all federal, provincial, municipal or private institutions).
- 98 The Forum is the preferred mechanism where dialogue with various institutions is initiated. The Forum seeks to include and integrate emerging or marginalized groups in its network and in the Acadian institutions of New Brunswick, and to welcome any group wishing to contribute to the social project of the Acadian community of New Brunswick.
- 99 For the 2005-2009 period, the Forum and Canadian Heritage set as a common objective the mobilization of the architects of community development towards the articulation of the global vision, the sequencing of strategic priorities and the implementation of the Global Development Plan, as applicable.
- 100 The Forum de concertation des organismes acadiens du Nouveau-Brunswick brings together provincially-based Acadian organizations in New Brunswick and defines the major development priorities of the province's Acadian community. The Forum is therefore a mechanism for collaboration whose members meet to ensure the effective implementation of the Global Development Plan of New Brunswick's Acadian community, in addition to taking positions on the major issues affecting the Acadian community and discussing issues relating to New Brunswick's Acadian community.
- 101 The Forum is currently made up of thirty-two (32) member organizations and institutions, in five sectors:
- 102 ▪ Arts, culture and communications;
- 103 ▪ Education;

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- 104 ▪ Economy;
 - 105 ▪ Community development; and
 - 106 ▪ Social-political.
- 107 The Forum encourages cooperation within natural networks; it takes into account the ability of sectors to negotiate and set their priorities.

Operational Responsibility

- 108 The Forum is responsible for convening the development architects of the Acadian community and entrusts the management of its operations to the Société des Acadiens et Acadiennes du Nouveau-Brunswick (SAANB).
- 109 On behalf of the Forum, the management organization:
- 110 ▪ Implements appropriate consultation mechanisms;
 - 111 ▪ Ensures the global administrative efficiency of cooperation mechanisms within the Acadian community sector; and
 - 112 ▪ Develops a communications strategy in order to inform French-speaking citizens living in New Brunswick and to promote community cooperation and cohesion.

Governance and Democratic Representation

- 113 The Acadian community of New Brunswick defines the fora and structures where community cooperation takes place, as well as governance and democratic representation mechanisms. The Acadian community may redefine these fora, structures and mechanisms as needed. Decisions will be communicated to the Department of Canadian Heritage. The Department recognizes the democratic choices of New Brunswick's Acadian community.

2.2. Multipartite Collaboration

- 114 The broad social project and the achievement of specific objectives within the community's Global Development Plan sometimes require the collaboration or contribution of other stakeholders. These may include public, para-public, private, institutional and community organizations, Francophone or non-Francophone. This collaboration is most likely to be productive when all appropriate parties bring their services, programs, resources and knowledge to the table.

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Areas of Collaboration

- 115 The Forum will continue to promote cooperation between community stakeholders and will remain open to the integration of other community groups that meet Forum membership criteria. It will continue its collaboration with the Department and various government, institutional and community bodies to achieve its Global Development Plan.
- 116 In addition to cooperation between Acadian organizations, the Forum will continue its commitment to collaboration and cooperation at different levels. It participates in the Province of New Brunswick's joint action process, namely through the Premier's Advisory Committee on La Francophonie, and collaborates in the sectoral round tables organized by the provincial Department of Intergovernmental and International Relations.
- 117 At the federal level, the Forum is a partner in the New Brunswick Acadian Community and Federal Departments Committee and in representations before the New Brunswick Federal Council.
- 118 The collaboration will be agreed upon by the Forum and the Department in accordance with results to be pursued, and with respect to principles of independence, interdependence, dialogue, cooperation and accountability to all Canadians.
- 119 The Forum will define the process of designating community participants in the various collaboration proceedings, depending on the nature and scope of objectives at hand. The identity of designated participants will be communicated to Canadian Heritage so as to promote constructive exchange.

Mobilizing Public Resources: Interdepartmental and Intergovernmental Cooperation

- 120 The Forum and Canadian Heritage recognize the importance of working to mobilize public resources at all levels of government in order to advance toward the achievement of common results and of the community's development objectives.

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Interdepartmental Cooperation

- 121 As stipulated in Part VII of the *Official Languages Act*, the Minister of Canadian Heritage, in consultation with other ministers of the Crown, shall encourage and promote a coordinated approach to the implementation by federal institutions of the commitments to enhance the vitality of the English and French linguistic minority communities in Canada, to support and assist their development, and to foster the full recognition and use of both English and French in Canadian society.
- 122 The Forum and Canadian Heritage will work together to ensure that the members of the community have a better knowledge of the programs and services offered by federal institutions, and that the federal institutions get better acquainted with the Acadian community of New Brunswick, its mechanisms and structures, its developmental priorities and its particular characteristics in relation to their activities, programs and services. To this end, the forum and Department participate in federal-provincial cooperation by means of the New Brunswick Acadian Community and Federal Departments Committee.
- 123 The Department of Canadian Heritage supports Acadian community sector organizations' efforts to work with other federal institutions in order to facilitate the implementation of the community's development objectives. Notably, Canadian Heritage leads the *Interdepartmental Partnership with the Official-Language Communities*, an element of the *Community Life* program component which aims to encourage lasting partnerships between federal departments and official-language minority community associations or organizations. Canadian Heritage will use various levers at its disposal to support the efforts of the community sector.
- 124 The Forum and Canadian Heritage work together to identify those community development priorities which require an interdepartmental approach. The means of consultation and collaboration depend on the issues and on structures established at the federal, provincial or local levels, according to the areas of responsibility.
- 125 The Department of Canadian Heritage will continue to support the New Brunswick Federal Council in developing a sustainable relationship with the Acadian community, so that, as provincial forum for federal government interdepartmental matters, it can fully contribute to the implementation of the Global Development Plan and the vitality of the community. To this end, the Department of Canadian Heritage has set up the New Brunswick Acadian Community and Federal Departments Committee and acts as a liaison with the New Brunswick Federal Council.

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Intergovernmental Cooperation

- 126 One of the priorities of collaboration between Canadian Heritage and the Forum is the actualization of the equal status of New Brunswick's two linguistic communities within the meaning of section 16.1 of the *Canadian Charter of Rights and Freedoms* and the *Official Languages Act of New Brunswick*.
- 127 In addition to *Cooperation with the Community Sector*, Canadian Heritage leads another key element of the *Community Life* program component, *Intergovernmental Cooperation on Minority-Language Services*, which aims to help provincial and territorial governments and municipalities provide official-language minority communities with services in their own language, along with the necessary infrastructure to provide these services.
- 128 Canadian Heritage encourages the provincial government to take the objectives of the community's Global Development Plan into account in its French-language services plan. Canadian Heritage maintains close ties with officials of the Francophonie and Official Languages Branch of the New Brunswick Department of Intergovernmental and International Relations to assert the importance of the expected results of the Global Development Plan and the common results aimed for in this Accord.
- 129 Canadian Heritage also leads *Intergovernmental Cooperation on Minority-Language Education*, which aims to help provincial and territorial governments, directly or through the Council of Ministers of Education, Canada (CMEC), to offer to members of official-language minority communities an education in their own language.
- 130 The Forum is responsible for mobilizing resources in the areas of responsibility of other levels of government. It strives to emphasize those aspects of its Global Development Plan that normally require the involvement of provincial, municipal or arm's length public agencies in providing public services.. Canadian Heritage will use various levers at its disposal to support the efforts of the Forum.

Interdepartmental and Intergovernmental Collaboration Forum

- 131 The Forum and the Department of Canadian Heritage agree to work on interdepartmental and intergovernmental cooperation through the New Brunswick Acadian Community and Federal Departments Committee, which brings together the community, regional coordinators for Section 41 of the *Official Languages Act* in federal institutions, the appropriate provincial departments or officials, and appropriate regional or local officials, as the case may be.

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2.3. Advocacy

- 132 In keeping with the values and principles stated in this Accord, the Forum seeks to engage in a dialogue on public policy. It hopes to interact with the different levels of government through the various stages of the public policy process in order to promote the exchange of knowledge and experience, and develop the best possible public policies that take fully into account the aspirations of French-speaking citizens living in New Brunswick.
- 133 The Forum and the Department acknowledge the importance of advocacy. The strengthening of the sector's advocacy capacities aims at a better understanding of the processes through which governments and public institutions make their decisions; a greater ability to influence these processes; a better understanding of the determining factors in community development; and knowledge-based decision making.

Key Community Advocates

- 134 The Forum is the principal mechanism of cooperation chosen by the Acadian community of New Brunswick. For the purposes of this Accord, it is the key advocate representing the Acadian community sector. The community sector and the Forum also recognize leaders of community networks as key advocates in specific advocacy issues, on a sectoral and/or regional basis.
- 135 The Department of Canadian Heritage recognizes the New Brunswick Acadian community's democratic choices in selecting its key advocates.

3. Implementation of the Accord

- 136 In addition to the tools described in the previous sections, the collaboration between the New Brunswick Acadian community sector and Canadian Heritage includes a financial component. This section describes the financial elements of the *Cooperation with the Community Sector* and the accompanying accountability mechanisms.

3.1. Commitment of a Budget Envelope

- 137 The budget envelope set aside for *Cooperation with the Community Sector* in New Brunswick comes from the *Development of Official-Language Communities* Program and falls under its *Community Life* component. The program will be reviewed by Treasury Board in 2008-2009, with a view to its renewal.
- 138 The amounts, allocation and duration of this budget envelope are set out in Appendix B.

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- 139 The size of the budget envelope is subject to the annual approval of appropriations by Parliament and to the continuance of current and projected budget levels of the *Development of Official-Language Communities* Program.
- 140 Canadian Heritage will seek to harmonize procedures to facilitate joint funding of projects when several departments or government entities are working on the same initiative, or on several initiatives with the same Acadian community organization.
- 141 Canadian Heritage's financial commitments will be made by means of contribution agreements and grants. The Department may use multiyear funding agreements, when the situation is appropriate and in accordance to its policies and procedures, in order to enhance the stability of organizations and their ability to engage in long-term planning. Canadian Heritage commits to introduce a reasonable and flexible period of transition when major changes to funding must be made.

3.2. Program - Supporting Action

- 142 According to the Program's terms and conditions, these investments are intended to support the communities' involvement in their own development and to provide community organizations with the ability to take action to achieve concrete and measurable outcomes that will contribute to the sustainability of the communities.
- 143 The Department is primarily interested in supporting activities that:
- 144 ▪ Provide structure or have a structural effect on the overall development of the communities or of a particular sector;
 - 145 ▪ Contribute to enriching community life, developing a sense of identity and welcoming diversity; and
 - 146 ▪ Target outcomes compatible with the objectives of the *Community Life* component and conform to the Department's priorities.
- 147 The Department will give priority to supporting activities aimed at achieving the common results of collaboration identified in this Accord.
- 148 The Forum, all the organizations receiving such support, and the organization managing the Forum, can have access to multiyear funding in order to carry out their mandates and implement their action plans.

3.3. Project - Supporting Innovation

149 According to the Program's terms and conditions, these investments are
intended to encourage innovation in the development of official-language
minority communities.

150 The Department is primarily interested in supporting projects that:

- 151 ▪ Are innovative and target the development of best practices;
- 152 ▪ Are compatible with the Department's priorities; or
- 153 ▪ Address topical issues.

154 The Department will give priority to supporting projects aimed at achieving
the common results of collaboration identified in this Accord.

155 The Funding Evaluation and Recommendations Committee referred to in this
Accord may recommend support for ad hoc or cyclical activities for which
implementation does not require ongoing funding.

3.4. Interprovincial Collaboration

156 Canadian Heritage and the Forum agree that the development of New
Brunswick's Acadian community is stimulated by joint action with the
minority Francophone communities in other provinces. The Forum will seek
to support, through the provincial budget envelope, activities of an
interprovincial nature that contribute to the implementation of the Global
Development Plan and the realization of common results. The terms and
conditions governing these projects will be subject to prior agreements
between the participating provincial communities.

3.5. Process for Recommendations and Decisions

Community Recommendations

157 Over the last two Canada-Community agreements (1994-2004), best practices
across the country have shown that a community-based process of resource
allocation can become a great strength for community cohesion. In New
Brunswick, the Forum has refined its mechanism to determine strategic
priorities; it has also gained some experience in defining the means to be used
to determine and facilitate the distribution of funds.

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- 158 Canadian Heritage and the Forum recognize the importance of the continuum between priority setting and funding allocation. One of the objectives for this cycle is to fine-tune the mechanisms leading to funding allocation decisions.
- 159 All funding allocation procedures will be subjected to the requirements of Treasury Board policies.

Funding Evaluation and Recommendations Committee

- 160 The Forum has established a Funding Evaluation and Recommendations Committee. The Committee is mandated to make recommendations to the Department of Canadian Heritage regarding the distribution of funds available via the provincial *Cooperation with the Community Sector* budget envelope. These recommendations concerning the allocation of funding per organization will be linked to the objectives and priorities of the Global Development Plan and the common results sought in this Accord.
- 161 The Committee will use evaluation criteria and analytical tools developed by the Department in collaboration with the Forum.
- 162 The Forum will establish the selection process for members of the Committee. This process will respect the principles of good governance, democracy, transparency and independence. It may be linked to other structures of the Acadian community and may be revised as needed. The Forum will inform Canadian Heritage of decisions regarding this process and the composition of the Committee. Once set up, the Committee will function independently from any other community structure and from the Forum.
- 163 The Committee is comprised of six (6) members, of whom three (3) are chosen from outside the Forum, thus excluding officials of Forum member organizations, and three (3) persons are chosen from among Forum members.
- 164 Committee members must ensure that confidential information concerning funding decisions to which they have access are not disclosed to third parties without the written consent of the Department.

Canadian Heritage's Responsibilities

- 165 It is the responsibility of the Department to analyze requests, examine them critically in a broader context, make final recommendations to the Minister of Canadian Heritage and manage the decisional and administrative process. In its analysis of requests, the Department will take into consideration the recommendations of the Committee regarding the allocation of funding.

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- 166 The Minister is responsible for making the final decision on the specific allocation of funding in accordance to terms and conditions in force at the Department.
- 167 In order to maintain transparency, the final decision regarding allocation of funds will be communicated to the Committee and to the Forum, as well as to the public, following the Minister's approval.
- 168 Canadian Heritage is responsible for determining procedures and tools relating to the presentation and analysis of requests. The Department recognizes the consequences that its policies and funding practices may have on the evolution of the relationship and on the strengthening of the Acadian community sector's capacity for action, and takes them into consideration. Tools will be developed with due attention to simplifying the administrative requirements, while respecting the terms and conditions of the Program and the Department's accountability framework, which may be modified from time to time.

Management Best Practices

- 169 The Forum and the Department agree to jointly identify management best practices.
- 170 In compliance with Treasury Board policies, the Department has adopted a risk management approach, in order to assess and monitor the initiatives and ensure that the approach suits the level of funding as well as the size and nature of the organization. The *Risk-Based Audit Framework for Official Languages Support Programs* entails a recipient audit plan. Some organizations will be asked to participate in this monitoring exercise.
- 171 With a focus on ongoing performance improvement, Canadian Heritage may ask selected community organizations to participate in an organizational audit to be conducted according to a framework established by the Department. Participating groups will be financially compensated.

3.6. Results and Performance

- 172 The Forum and Canadian Heritage agree on the importance of reporting to Parliament and to the citizens of Canada, on the progress achieved towards results with the funds invested.

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- 173 Canadian Heritage and the Forum recognize that community development is a long-term process, that some fundamental results may be achieved only over long periods, possibly decades, and that it is important, at this time, to set strategies and means that will allow the assessment of results over the long term.
- 174 Canadian Heritage's *Official Languages Support Programs* are structured in accordance with the two types of results based on the commitments set out in Section 41 of the *Official Languages Act: Strong minority communities supported by many partners* and *Linguistic duality recognized and valued by all Canadians*.
- 175 To report on the progress achieved towards these results, Canadian Heritage must refer to the *Results-Based Management and Accountability Framework for Official Languages Support Programs*.
- 176 Activities supported by the *Cooperation with the Community Sector* sub-component must contribute to the attainment of intermediate and long-term results targeted by the *Official Languages Support Programs*.
- 177 The Government of Canada is developing community vitality indicators. These indicators will set benchmarks and allow a more precise measurement of the evolution of communities over time. Information on outputs produced by Acadian organizations must be organized so that it feeds into the measurement of these vitality indicators.
- 178 Canadian Heritage will establish mechanisms for the standardization, gathering and management of information on outputs towards 2007-2008, in consultation with the organization managing the Forum. In establishing these processes, Canadian Heritage will be sensitive to minimizing the administrative burden.
- 179 There are three levels of performance evaluation: an annual evaluation of outputs by groups receiving funds from the *Cooperation with the Community Sector*; an evaluation of this Accord within the framework of a national evaluation of progress achieved through community sector accords in 2007-2008; and the Program evaluation, to take place in 2008-2009.

Annual Outputs of Investments in the *Cooperation with the Community Sector*

- 180 Each funded organization reports on its annual outputs as linked to its contribution to the advancement of the Global Development Plan and the common objectives of the Accord.

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Cooperation with the Community Sector Progress Evaluation

- 181 The Department will undertake an evaluation of its collaboration with the community sector and of progress made towards common results targeted in all community sector accords. This evaluation will include a component on collaboration with the New Brunswick Acadian community sector and will focus on the efficiency of collaboration mechanisms, the clarity and relevance of respective roles, and the quality and relevance of outputs, in relation to the stated common objectives. This evaluation will be done in 2007-2008 in order to allow adjustments to the collaboration mechanisms and guide their renewal at the end of the term.
- 182 The Forum agrees to participate in the development of evaluation parameters, and to collaborate in the evaluation itself according to the final modalities set out by Canadian Heritage. The Department will be responsible for executing the evaluation.

Official-Language Communities Program Evaluation

- 183 At term end, in 2008-2009, the Department of Canadian Heritage must provide the Treasury Board with a summative evaluation of the *Development of Official-Language Communities* Program. The Corporate Review Branch, a third party independent of the Official Languages Support Branch, is responsible for conducting this evaluation.
- 184 To conduct program evaluations, the Department uses several methods. These include:
- 185 ▪ A review of relevant documents (e.g., record of achievements, annual report, plan of action);
 - 186 ▪ A review of literature (e.g., sociological research, statistical studies);
 - 187 ▪ Gathering and compiling of information (e.g., analysis of financial data, compilation of outputs, trend studies);
 - 188 ▪ Interviews with key contributors (e.g., representatives of community organizations and institutions, program managers, researchers);
 - 189 ▪ Polling (e.g., public opinion polls, questionnaires); and
 - 190 ▪ Discussion groups (for example, with parents, with young people).
- 191 The Forum will be called upon to participate in many of these evaluation activities.

CONCLUSION

- ¹⁹² Canadians expect a strong, vibrant and engaged New Brunswick Acadian community, and seek to build a solid, just and inclusive society where values and principles count, where the full range of human activities is encouraged, and where individuals and communities can realize their full potential. To better serve Canadians and help them achieve the society they want, Canadian Heritage and New Brunswick's Acadian community sector seek to strengthen their relationship. This Accord is the start of that journey.

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IN WITNESS WHEREOF, the Minister of Canadian Heritage and Minister responsible for Status of Women and the President of the Forum de concertation des organismes acadiens du Nouveau-Brunswick, on behalf of the Acadian community sector, have signed this Collaboration Accord.

This Accord was concluded this 18th day of August 2005.

(Signed) Liza Frulla

(Signed) Marie-Pierre Simard

Minister of Canadian Heritage and
Minister responsible for Status of Women

President, Forum de concertation des
organismes acadiens du Nouveau-Brunswick

(Signed) Claudette Bradshaw

(Signed) Roger Ouellette

IN THE PRESENCE OF:

IN THE PRESENCE OF:

Witness

Witness

GLOSSARY OF TERMS

Accountability

- 193 The basic rules that the Department must follow in making decisions, allocating funding, and demonstrating the results achieved through the use of public funds. Many of these rules also apply to the organizations that receive these public funds. These organizations also have their own accountability frameworks defined by legislation, by their own by-laws, and by their internal governance policies.

Advocacy

- 194 Advocacy is defined as “the act of speaking or of disseminating information intended to influence individual behaviour or opinion, corporate conduct or public policy and law.” Advocacy is one of many ways of participating in the process of developing public policies.
(see: www.vsi-isbc.ca/eng/relationship/accord.cfm)

Community development architects

- 195 Community development architects are individuals and institutions and organizations in the community, private, government, and quasi-government sectors that contribute to the development of their communities. Prominent among these architects are the leaders of community associations and institutions, as well as community opinion leaders and different levels of government.

Evaluation

- 196 The systematic collection and analysis of information on the performance of a policy, program or initiative to make judgements about relevance, progress or success and cost-effectiveness and/or to inform future programming decisions about design and implementation.

Indicator

- 197 A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

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Output

- 198 Direct products or services stemming from the activities of a policy, program or initiative, and delivered to a target group or population.

Planned Results (Targets)

- 199 Clear and concrete statement of results (including outputs and outcomes) to be achieved within the time frame of parliamentary and departmental planning and reporting (1-3 years), against which actual results can be compared.

Quasi-governmental bodies or arm's length public agencies

- 200 Public agencies refers to schools, hospitals, etc. that are at arm's length (to varying degrees) from government, but are mandated and funded by government.

Result

- 201 The consequence attributed to the activities of an organization, policy, program or initiative. Results is a general term that often includes both outputs produced and outcomes achieved by a given organization, policy, program or initiative. In the government's agenda for results-based management and in Results For Canadians, the term result is more specific and does not include outputs. Results may be described as immediate, intermediate or final, direct or indirect, intended or unintended.

Strategic Outcome

- 202 A long-term and enduring benefit to Canadians that stems from a department's mandate, vision and efforts. It represents the difference a department or agency wants to make for Canadians and should be a clear measurable outcome within the department or agency's sphere of influence.

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Support for action: details

- 203 Funds in support of action shall aid regular and continuing activities such as:
- 204 ▪ Citizens' participation and good governance (e.g., elements of democratic life – AGM and Board of Directors, administrative infrastructure, statements of account);
 - 205 ▪ Basic activities of the organization serving the development and improvement of community life (e.g., leadership training in youth groups, basic operations of a community centre, large public events);
 - 206 ▪ Mobilization of community and public resources (e.g., analysis and research into support for advocacy and the skills needed to request support from various funding bodies).

Support for innovation: details

- 207 Funds to support innovation shall aid intermittent or cyclical activities that do not require permanent funding. Such activities are of limited duration ranging from a few months to a few years. For example:
- 208 ▪ Pilot or demonstration projects designed to learn about influences on development and about services to the public;
 - 209 ▪ Establishing and building new construction sites for community development;
 - 210 ▪ Retooling the Acadian community sector to respond to new challenges;
 - 211 ▪ Development of advocacy strategies linked to a particular initiative or a major decision in public policy.

Appendix A: Official Languages Support Programs - Expected Outcomes and Program Components

<p>Development of Official-Language Communities Program</p> <p>Objective of the <i>Official Languages Act</i>: To enhance the vitality of English and French linguistic minority communities in Canada and support and assist their development.</p>	<p>Enhancement of Official Languages Program</p> <p>Objective of the <i>Official Languages Act</i>: To promote the full recognition and use of English and French in Canadian society.</p>
<p>(See Part VII of the Official Languages Act on the next page)</p>	
<p>Expected outcomes</p> <p>Medium term</p> <ul style="list-style-type: none"> ▪ Members of minority communities: <ul style="list-style-type: none"> • have greater access to quality education in their own language, in their community; • have greater access to programs and services offered, in their language, by federal departments and agencies, provincial and territorial governments, and municipalities; • have a greater ability to live in their own language, to participate in Canadian society and to ensure their long-term development. ▪ The multiple partners working to foster community growth and vitality work together to better co-ordinate and target their efforts to support the development of the official-language minority communities. <p>Long term</p> <ul style="list-style-type: none"> ▪ The sustainability of official-language minority communities in Canada is guaranteed. ▪ Social cohesion in Canada is increased. 	<p>Expected outcomes</p> <p>Medium term</p> <ul style="list-style-type: none"> ▪ A greater proportion of Canadians: <ul style="list-style-type: none"> • have a working knowledge of both official languages; • have a better understanding and appreciation of the benefits of linguistic duality; • accept the rights of linguistic minorities and encourage their participation in Canadian society. ▪ Federal departments and agencies become more aware of their responsibilities with respect to linguistic duality and more active in this regard. ▪ The many partners fostering linguistic duality and the French language will work together to better co-ordinate and target their efforts in this regard. <p>Long term</p> <ul style="list-style-type: none"> ▪ Canada is recognized at home and abroad as an officially bilingual country. ▪ All Canadians recognize and support linguistic duality. ▪ Social cohesion in Canada is increased.
<p>Two program components</p> <p><i>Community Life</i></p> <ul style="list-style-type: none"> ▪ Cooperation with the Community Sector ▪ Intergovernmental Cooperation on Minority-Language Services ▪ Interdepartmental Partnership with Official-Language Communities ▪ Strategic Funds ▪ Young Canada Works <p><i>Minority-Language Education</i></p> <ul style="list-style-type: none"> ▪ Intergovernmental Cooperation ▪ Cooperation with the Non-Governmental Sector 	<p>Two program components</p> <p><i>Promotion of Linguistic Duality</i></p> <ul style="list-style-type: none"> ▪ Cooperation on Promotion ▪ Support for Innovation ▪ Support for Interpretation and Translation <p><i>Second-Language Learning</i></p> <ul style="list-style-type: none"> ▪ Intergovernmental Cooperation ▪ Cooperation with the Non-Governmental Sector ▪ Young Canada Works
<p>Other actions</p> <p><i>Coordination of the federal commitment</i></p> <p><i>Research</i></p>	<p>Other actions</p> <p><i>Coordination of the federal commitment</i></p> <p><i>Research</i></p> <p><i>Promotion</i></p>

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Official Languages Act

PART VII – ADVANCEMENT OF ENGLISH AND FRENCH

Government policy

41. (1) The Government of Canada is committed to (a) enhancing the vitality of the English and French linguistic minority communities in Canada and supporting and assisting their development; and (b) fostering the full recognition and use of both English and French in Canadian society.
- (2) Every federal institution has the duty to ensure that positive measures are taken for the implementation of the commitments under subsection (1). For greater certainty, this implementation shall be carried out while respecting the jurisdiction and powers of the provinces.
- (3) The Governor in Council may make regulations in respect of federal institutions, other than the Senate, House of Commons, Library of Parliament, office of the Senate Ethics Officer or office of the Ethics Commissioner, prescribing the manner in which any duties of those institutions under this Part are to be carried out.

Coordination

42. The Minister of Canadian Heritage, in consultation with other ministers of the Crown, shall encourage and promote a coordinated approach to the implementation by federal institutions of the commitments set out in section 41.

Specific mandate of Minister of Canadian Heritage

43. (1) The Minister of Canadian Heritage shall take such measures as that Minister considers appropriate to advance the equality of status and use of English and French in Canadian society and, without restricting the generality of the foregoing, may take measures to
- a) Enhance the vitality of the English and French linguistic minority communities in Canada and support and assist their development;
 - b) Encourage and support the learning of English and French by members of the public;
 - c) Foster an acceptance and appreciation of both English and French by members of the public;
 - d) Encourage and assist provincial governments to support the development of English and French linguistic minority communities generally and, in particular, to offer provincial and municipal services in both English and French and to provide opportunities for members of English or French linguistic minority communities to be educated in their own language;
 - e) Encourage and assist provincial governments to provide opportunities for everyone in Canada to learn both English and French;
 - f) Encourage and cooperate with the business community, labour organizations, voluntary organizations and other organizations or institutions to provide services in both English and French and to foster the recognition and use of these languages;
 - g) Encourage and assist organizations and institutions to project the bilingual character of Canada in their activities in Canada or elsewhere;
 - h) With the approval of the Governor in Council, enter into agreements or arrangements that recognize and advance the bilingual character of Canada within the governments of foreign states.

Consultation

- (2) The Minister of Canadian Heritage shall take such measures as that Minister considers appropriate to ensure public consultation in the development of policies and review of programs relating to the advancement and the equality of status and use of English and French in Canadian society.

Annual report to Parliament

44. The Minister of Canadian Heritage shall, within such time as is reasonably practicable after the termination of each financial year, submit an annual report to Parliament on the matters relating to official languages for which that Minister is responsible.

Consultations and negotiations with the provinces

45. Any minister of the Crown designated by the Governor in Council may consult and may negotiate agreements with the provincial governments to ensure, to the greatest practical extent but subject to Part IV, that the provision of federal, provincial, municipal and education services in both official languages is coordinated and that regard is had to the needs of the recipients of those services.

Appendix B:
**2005-2006 *Cooperation with the Community Sector* Budget
Envelope for New Brunswick**

- 212 At the request of the Canadian Francophone and Acadian community sector, the Department of Canadian Heritage's financial commitment in support of the implementation of this Accord is identified for 2005-2006 only.
- 213 The budget envelope reserved for *Cooperation with the Community Sector* in New Brunswick is \$2,440,000 for the twelve-month period from April 1, 2005 to March 31, 2006. It is allocated as follows:
- 214 ▪ the "Support for Action" component represents a maximum of 80 percent of the budget envelope; and
- 215 ▪ the "Support for Innovation" component represents a minimum of 20 percent of the budget envelope and includes interprovincial investments.
- 216 An additional budget envelope of \$2 million is used to support structuring initiatives by the Canadian Francophone and Acadian community sector. New Brunswick Acadian organizations have been invited to submit their projects in accordance with established procedures.
- 217 The size of the budget envelope is subject to the annual approval of appropriations by Parliament. In case of a change in existing or planned budget levels for the Development of Official-Language Communities Program, this appendix may be amended by common agreement between the Department of Canadian Heritage and the Acadian community sector.