



Office of the Commissioner of Official Languages

**2001-2002
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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

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

© Her Majesty the Queen in Right of Canada, represented by the Minister of Public Works and Government Services, 2001

Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2002-III-32

ISBN 0-660-61470-7



**Office of the Commissioner
of Official Languages**

**2001-2002
Main Estimates**

Report on Plans and Priorities

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

TABLE OF CONTENTS

Section I: MESSAGES	
A. Commissioner’s Message.....	1
B. Management Representation Statement.....	3
Section II: COMMISSIONER’S OFFICE OVERVIEW.....	4
A. Mandate and Vision, Roles and Responsibilities	4
B. Objective of the Office of the Commissioner	8
C. Planning Context.....	8
D. Spending Plan of the Office of the Commissioner	10
Section III: PLANS, RESULTS ACTIVITIES AND RESOURCES.....	11
Complaints and Investigations	
A. Net Planned Spending and Full-Time Equivalents (FTEs)	11
B. Objective and Description of Business Lines	11
C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources	11
Information, Research and Analysis	
A. Net Planned Spending and Full-Time Equivalents (FTEs)	16
B. Objective and Description of Business Lines	16
C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources	16
Corporate Services	
A. Net Planned Spending and Full-Time Equivalents (FTEs)	21
B. Objective and Description of Business Lines	21
C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources	21
Section IV: FINANCIAL INFORMATION	
<i>Table 4.1 Net Cost of Program for the Estimates Year</i>	<i>25</i>
Section V: OTHER INFORMATION	
<i>Table 5.1 Listing of Statutes and Regulations</i>	<i>27</i>
<i>Table 5.2 References</i>	<i>28</i>
<i>Table 5.3 Publications Available</i>	<i>29</i>

SECTION I : Messages

A. Commissioner's Message

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

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

I will take the liberty of adding to this list two other elements that are less often mentioned but nevertheless carry just as much weight in the new perspective of globalization. First, the coexistence of our official language communities offers the entire world a shining example of success at a time when linguistic, economic, religious and ethnic tensions still threaten to various degrees the peace and security of many nations. Our duality is not simply a Canadian value; the way we live it, respect it and develop it is also a model for all societies and an example of the leadership that Canada is called upon to show on the international stage.

Second, aside from the pride and sense of responsibility that our duality should inspire, it also gives Canada unexpected economic advantages in the age of globalization. Unsettled by this new reality and by the growth of international trade, we are just beginning to realize how valuable asset our duality can be to the expansion of our trade and the strengthening of our collective well-being. Our links with two great international language communities, our openness to the diversity of our trading partners, our special know-how and the uniqueness of our products are all advantages resulting from the synergy of our two official languages. In many ways, linguistic duality is increasingly seen as a comparative advantage for Canada in international trade.

The Commissioner of Official Languages plays a unique and indispensable role in protecting linguistic duality at the federal level. As an agent of change and ombudsman's office, it is the mission of the Office of the Commissioner of Official Languages to take all actions and measures with a view to ensuring achievement of the three objectives of the *Official Languages Act*: the equality of English and French in Parliament, the Government of Canada, the federal administration and institutions subject to the *Act*; the preservation and development of the official language communities in Canada; and the equality of English and French in Canadian society.

Respect for rights, of whatever kind, presupposes knowledge of them. The Commissioner is therefore continuing to familiarize and educate citizens about the *Official Languages Act*

and her role in encouraging the Government of Canada to ensure that linguistic duality is fully respected, protected and promoted.

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

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

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

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

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

Dyane Adam

B. Management Representation Statement
A Report on Plans and Priorities
2001-2002

I submit for tabling in Parliament, the 2001-2002 Report on Plans and Priorities for the

Office of the Commissioner of Official Languages

To the best of my knowledge the information:

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

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

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

Name : _____

Date : _____

Section II : Commissioner's Office Overview

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

A. Mandate and Vision, Roles and Responsibilities

Mandate and Vision

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

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

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

Roles

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

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

The role of the Commissioner essentially has four components:

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

Responsibilities

Organizational Structure

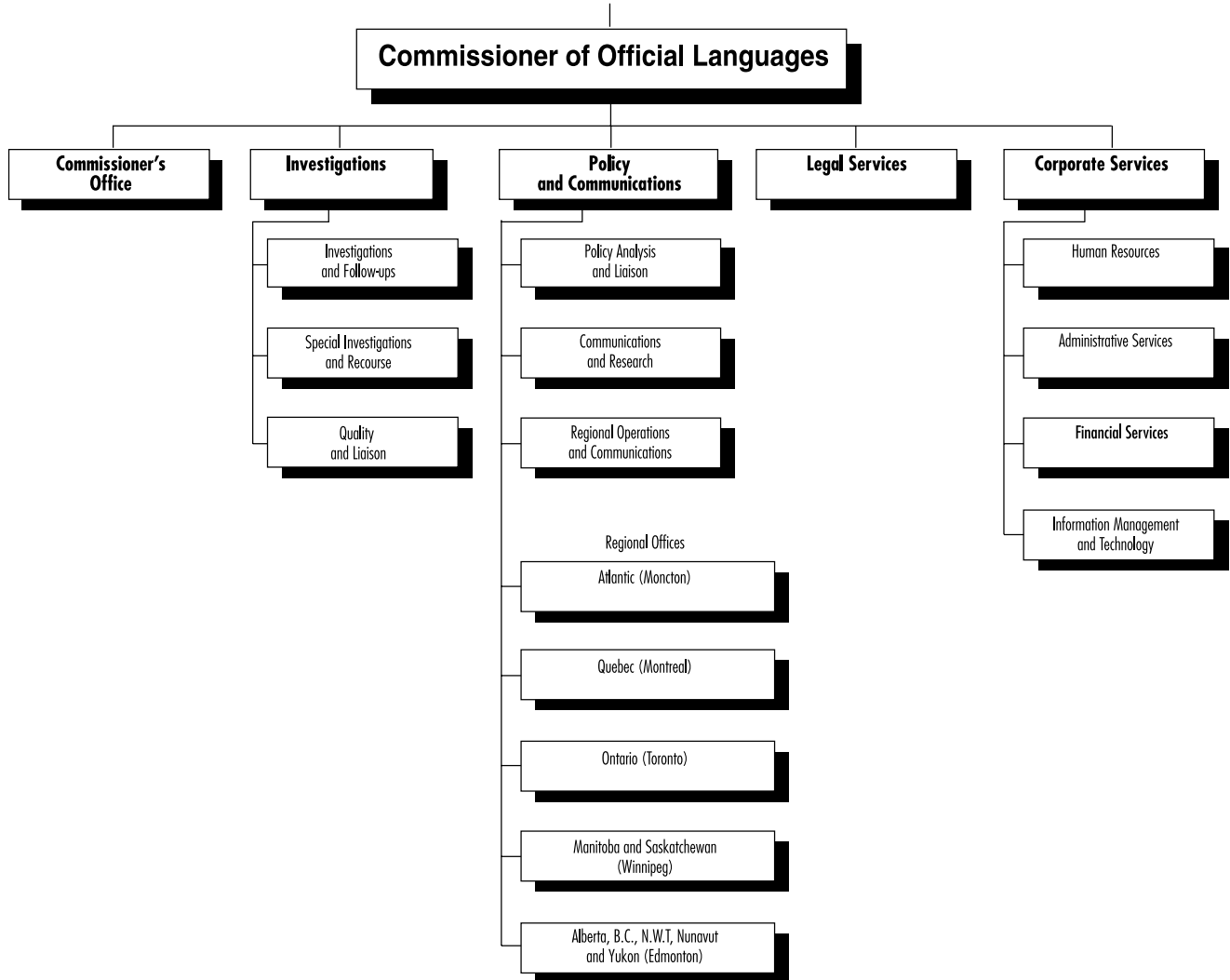
The Commissioner reports to Parliament, and the Prime Minister is responsible for all the financial activities of the Office of the Commissioner. The Program is administered by five units: the Investigations Branch, the Policy and Communications Branch, the Legal Services Branch, the Corporate Services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

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

Organization and Composition of Activities



Parliament



While all federal institutions are subject to the *Official Languages Act*, some of them play a particular role in this regard, as the following table shows:

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

B. Objective of the Office of the Commissioner

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

C. PLANNING CONTEXT

Public Expectations and Concerns

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

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

Unexpected events may require the investment of considerable energy and the co-ordination of a great many activities. Examples are municipal restructuring, including that of the National Capital Region, without appropriate regard for linguistic duality, and local issues that have national implications, such as the Montfort Hospital issue.

The Office of the Commissioner is responsive to political and public attitudes, opinions and trends, so changes in any of these areas directly influence its operations. The results of a recent survey of Canadians confirmed their support for official languages programs. Sixty-six per cent of Canadians consider the existence of the two official languages in Canada a fundamental element of Canadian identity.¹

The leadership exercised by the federal government and central agencies

Many of the promotional objectives of the *Official Languages Act* require the active involvement of the federal government, which must give direction to the deputy heads of institutions and ensure implementation of the *Official Languages Act*. In addition, the federal government consults and negotiates agreements with provincial governments for the

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

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

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

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

Under its responsibilities arising from the *Charter*, the *Official Languages Act* and its key participation in the international Francophonie, the Government of Canada has an important role to play in increasing French-language content and services on the Internet. To this end, our study makes 12 recommendations for possible solutions. On December 1, 1999, the Government of Canada responded favourably to all of these recommendations and it is actively pursuing its efforts to implement them. The Speech from the Throne reaffirmed the government's recognition of the importance of the Internet in both official languages and should provide the means to make major progress by toward the creation of a government on line and a knowledge economy that would respect the two official languages.

The international situation

In the context of the globalization of trade, Canada has the enormous advantage of having as official languages two languages that are spoken by a large number of diverse societies. Canada is accordingly a member of the Commonwealth and the Francophonie and participates actively in the institutions of these two great organizations. Events such as the Francophone Summit, which was held in Moncton in 1999, and the wide range of activities that took place in connection with the Year of La Francophonie in Canada, as well as the holding this year of the Jeux de la francophonie (Canada is hosting the XIX Biennale de la langue française on this occasion) had a significant impact on the full recognition of French as an official language of Canada. They also help to give French-speaking Canadians who live in minority communities a greater feeling of acceptance of their identity and of confidence in themselves and in the future of their community.

D. Planned spending of the Office of the Commissioner

(\$ thousands)	*Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Main Estimates Budget	11 119	11 335	11 335	11 335
Adjustments	<u>1 029</u>			
Net planned spending	12 148			
Plus: Cost of services received without charge	1 577	1 573	1 573	1 573
Net program cost	13 725	12 908	12 908	12 908
Full time equivalents	124	124	124	124

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

SECTION III : Plans, Results and Resources

COMPLAINTS AND INVESTIGATIONS

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

*Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$5,761	\$5,982	\$5,982	\$5,982
70 FTEs	69 FTEs	69 FTEs	69 FTEs

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

B. Objective and Description of Business Line

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

C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources

Key Results Commitment

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

EXPECTED RESULT

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

RELATED ACTIVITIES

To perform her role fully, the Commissioner must be accessible. Therefore, in addition to the headquarters office, she has investigators in the regions. She relies on the support of the Investigations Branch and the Legal Services Branch to resolve the problems submitted to her. She will continue to investigate the complaints she receives and attempt to find solutions by taking various measures, including recommendations and other dispute resolution measures.

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

EXPECTED RESULT

The principal objective of the Complaints and Investigations sector is to ensure the full implementation of the *Official Languages Act* by institutions subject to the *Act*. In addition to pursuing routine activities related to the handling of complaints, this sector will give priority to certain intervention strategies designed to find lasting solutions and ones that will call upon the participation of various interveners.

RELATED ACTIVITIES

The sector will accordingly implement new complaint resolution strategies in the framework of a government dispute resolution policy. These approaches are intended to resolve problems by using methods related to negotiation and mediation before resorting to more corrective measures.

The Commissioner will continue to make frequent use of special studies to gain a more comprehensive overview of the implementation of the *Act* or one of its particular aspects. These studies sketch a portrait of the various components of the *Act* and enable the Commissioner to identify the sectors that require improvement. These studies are also indispensable if the Commissioner is to carry out her function of evaluating the linguistic situation for Parliament. Accordingly, the Commissioner is pursuing a study on the use of the minority press. She will also follow up on a study of the impact of a major reorganization of the Royal Canadian Mounted Police on official languages programs in the Atlantic region and Manitoba. Finally, the Commissioner has completed her study on the linguistic obligations of the federal Department of Justice when it authorizes lawyers in private practice to represent it in civil and criminal cases.

EXPECTED RESULT

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

RELATED ACTIVITIES

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

EXPECTED RESULT

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

EXPECTED RESULT

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

The improvement of work methods now under way will enhance client service by offering more avenues for resolving a problem. This approach should make it possible to resolve a number of complaints more quickly and effectively. For complainants, approaching the Commissioner is often the last resort available to them. Consequently, they should be served properly.

RELATED ACTIVITIES

To achieve these objectives, the sector is constantly improving its methods and tools by regularly reviewing complaint files, conducting client surveys and maintaining ongoing relations with associations of ombudsmen in Canada and abroad. Accordingly, it will implement its new organizational structure designed to improve relations with federal institutions and increase its ability to conduct investigations through use of a pool of contract employees to supplement the work of internal investigators. In addition, the sector is currently implementing new and more flexible approaches to complaint resolution in the context of a government policy on dispute resolution.

EXPECTED RESULT

Court remedy will help the Commissioner solve problems of an individual and systemic nature with a view toward the full implementation of the *Act* and its spirit. In particular, over the next three years, it is anticipated that the courts, barring any out-of-court settlement, will provide clarifications on the question of linguistic obligations under the *Official Languages Act* and the *Canadian Charter of Rights and Freedoms*, particularly on the concept of “persons or organizations acting on behalf of” an agency subject to the *Official Languages Act*, as well as the nature and scope of the linguistic obligations that section 41 imposes on the federal government.

RELATED ACTIVITIES

The provisions of Part X of the *Official Languages Act* on court remedy provide that the Commissioner may apply to the courts under certain conditions.

The Commissioner cannot apply for court remedy under the *Official Languages Act* on her own initiative, but she may do so on behalf of and with the consent of a complainant, pursuant to subsection 78(1) of the *Act*. There are currently three court remedy actions taken by the Commissioner pending² against institutions subject to the *Act* (Justice Canada [one] and Air Canada [two]). These actions are made necessary by the refusal of the institutions in question to comply with the requirements of the *Act* and in order to resolve problems of a systemic nature.

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

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

³ The actions brought by complainants to the Federal Court of Canada under Part X of the *Official Languages Act* are as follows: *Gagnon v. The Queen*, T-537-96; *Rogers v. Attorney General of Canada (Correctional Service Canada)*

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

The Commissioner is also asked to intervene in cases other than those under Part X of the *Official Languages Act* that involve language rights. For example, cases involving the language rights guaranteed in sections 16 to 20 of the *Canadian Charter of Rights and Freedoms*⁴, as well as the right to receive instruction in the minority language as provided for in section 23 of the *Charter*⁵. Remedy actions can also be brought concerning requests for personal information where the Commissioner is the defendant. At present, the Commissioner is before the Supreme Court of Canada, from which she has applied for leave to appeal a judgment of the Federal Court of Appeal.⁶

4 *Charlebois and City of Moncton* (N.B. Court of Appeals 166/2000/CA); *Lalonde and Health Services Restructuring Commission* (Ontario Court of Appeals C33807).

5 *Giroux-Gagné and the Province of New Brunswick* (E-C-102-00).

6 *Office of the Commissioner of Official Languages and Lavigne*, (SCC-288188); [2000] F.C.A. No. 1412 (A-678-98).

INFORMATION, RESEARCH AND ANALYSIS

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

Forecast* Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$1,886	\$1,905	\$1,905	\$1,905
20 FTEs	20 FTEs	20 FTEs	20 FTEs
* This amount reflects the most accurate forecasts of total net planned spending to the end of the current fiscal year.			

B. Objective and Description of Business Line

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

C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources

Key Results Commitments

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

EXPECTED RESULTS

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

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

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

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

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

RELATED ACTIVITIES

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

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

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

The Office of the Commissioner will support the Commissioner by intensifying its presentation, liaison, representation and promotional activities. It will maintain active liaison with persons who play a key role in the implementation of the *Official Languages Act* or have an impact on it, such as members of Parliament, senior officials of federal institutions and central agencies, directors of associations and institutions of the official language

minority communities, interest groups of the two linguistic communities, provincial, regional and municipal governments and members of the media.

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

Last year, the Commissioner completed a national round of consultations that she had personally undertaken with leaders of the English and French communities of all the provinces and territories. These consultations enabled her to better understand the perception of the Office of the Commissioner that various client groups have, namely, the minority and majority communities of both official languages and a number of subgroups of Canadian society. This promoted a better perception of these publics and their increased participation in the advancement toward equality of English and French. This year the Commissioner plans to hold somewhat more thorough consultations with young Canadians in various regions of the country.

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

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

To follow up on its study, conducted last year, on the achievement of the aim of section 23 of the *Canadian Charter of Rights and Freedoms*, the Office of the Commissioner plans to co-operate closely with the principal stakeholders, both in government and the communities, in French-language education in the minority communities. These efforts will in particular be aimed at developing a strategic plan to fully implement the education rights of Francophones guaranteed by the constitution.

In addition, this year the Commissioner will complete and publish a study to support the demographic development of the Francophone and Acadian communities of Canada. The objective of this study will be to identify the main obstacles to the social and cultural integration of individuals and minority groups from French-speaking countries, to clearly set out the related issues and problems and to develop effective strategies and initiatives, both government and community, to facilitate the integration of recent and less recent immigrants from countries where French is spoken into Canada's Francophonie.

Improved integration would, first, optimize the reception and participation of these persons and groups in the life of Canadian society and, second, enrich and vitalize the

Francophone and Acadian communities of Canada and enhance their development by supporting their sense of identity and demographic vitality.

The Commissioner will conduct a study of the fiscal, institutional and community aspects of linguistic governance in Canada. It will attempt to identify “indicators of governance” that can be used to measure the fiscal, institutional and community aspect of relations between government officials and the official language minority communities.

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

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

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

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

The Commissioner will send letters to newspaper editors to set the facts straight, correct misinformation, defend and promote the Canadian system of language rights and increase public support whenever an individual or group has attacked Canadian linguistic duality in a letters to the editor column.

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

To adapt to current political, economic and social realities, the Office of the Commissioner will update its communications strategy. This will be done principally by designing and distributing new communications products, both in print and electronic format, that are designed to promote the official languages and Canada’s linguistic duality. In addition to updating its communications, the Office of the Commissioner will continue to

offer information products of a more general nature, including a document tracing the evolution of official languages policy in Canada over the past 30 years.

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

CORPORATE SERVICES

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

Forecast* Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
\$4,501	\$3,448	\$3,448	\$3,448
34 FTEs	34 FTEs	34 FTEs	34 FTEs

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

B. Objective and Description of Business Line

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

C. Key Commitments in Terms of Results, Expected Results, Activities and Related Resources

Key Results Commitment

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

Organization of the Office of the Commissioner of Official Languages

EXPECTED RESULT

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

RELATED ACTIVITIES

The Commissioner plans to complete her review of all the activities of the Office of the Commissioner and to adjust the structure, administrative and organizational methods of operating and allocation of resources within the Office as a whole in accordance with current needs. The Commissioner also intends to continue the major technological transformation begun last year.

Human Resources

EXPECTED RESULTS

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

To comply fully with the *Employment Equity Act*.

RELATED ACTIVITIES

UNIVERSAL CLASSIFICATION STANDARD

The Office of the Commissioner will continue with the work begun in the last two fiscal years by proceeding to convert all positions in the organization that have been described and evaluated in accordance with the new standard.

COMPETENCY PROFILE

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

NEGOTIATION OF A STAFFING DELEGATION AND ACCOUNTABILITY AGREEMENT

An important component of the Public Service Commission's staffing reform initiative requires the abandonment of a rules-based approach in favour of a philosophy that emphasizes the values and underlying principles of staffing.

EMPLOYMENT EQUITY

To implement the commitments made by the Office of the Commissioner. These commitments are based on the interim report of the *Employment Equity Compliance Audit* (carried out by the Canadian Human Rights Commission) and on the recommendations made in our *Study of Employment Systems and in the Multi-year Employment Equity Plan of the Office of the Commissioner*.

HUMAN RESOURCES MANAGEMENT FRAMEWORK

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

Finances

EXPECTED RESULT

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

RELATED ACTIVITIES

COMPTROLLERSHIP FUNCTION

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

SECTION IV: Financial Information

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

(thousands of dollars)	\$
Net Planned Spending	11,335
Plus: Services Received without Charge	
Accommodations provided by Public Works and Government Services Canada (PWGSC)	1,038
Contributions covering employee's share of employees' insurance premiums and expenditures paid by TBS	535
Net cost of Program for 2001-2002	12,908

SECTION V: Other Information

Table 5.1 Listing of Statutes and Regulations

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

Table 5.2 References

HEADQUARTERS			
344 Slater Street Ottawa, Ontario K1A 0T8		Internet Site:	http://www.ocol-clo.gc.ca
General Information	(613) 996-6368	Email:	message@ocol-clo.gc.ca
Toll free number	1 877 986-6368	Complaints	(613) 992-LANG
Fax	(613) 993-5082		(613) 992-5264











COMPLAINTS & INVESTIGATIONS		INFORMATION RESEARCH & ANALYSIS	CORPORATE SERVICES
Michel Robichaud Director General Investigations Tel: (613) 995-9070 Fax: (613) 943-0451 Email: <i>michel.robichaud@ocol-clo.gc.ca</i>	Johane Tremblay Director Legal Services Tel.: (613) 995-9069 Fax: (613) 996-9671 Email: <i>johane.tremblay@ocol-clo.gc.ca</i>	G�rard Finn Director General Policy and Communications Tel.: (613) 995-1065 Fax: (613) 995-1161 Email: <i>gerard.finn@ocol-clo.gc.ca</i>	Marc Seguin Director General Corporate Services Tel.: (613) 947-5598 Fax: (613) 947-4751 Email: <i>mark.seguin@ocol-clo.gc.ca</i>

COMMISSIONER REPRESENTATIVES IN THE REGIONS		
ATLANTIC	QUEBEC	ONTARIO
Jeanne Renault Heritage Court 95 Foundry Street Room 410 MONCTON, New Brunswick E1C 5H7 Tel.: (506) 851-7047 1-800-561-7109 Fax: (506) 851-7046 Email: <i>jeanne.renault@ocol-clo.gc.ca</i>	Eva Ludvig 2021 Union Avenue Room 805 MONTREAL, Quebec H3A 2S9 Tel.: (514) 283-4996 1-800-363-0628 Fax: (514) 283-6677 Email: <i>eva.ludvig@ocol-clo.gc.ca</i>	Karsten Kaemling 438 University Avenue Room 1410 P.O. Box 109 TORONTO, Ontario M5G 2K8 Tel.: (416) 973-1903 1-800-387-0635 Fax: (416) 973-1906 Email: <i>karsten.kaemling@ocol-clo.gc.ca</i>
MANITOBA & SASKATCHEWAN	ALBERTA, BRITISH COLUMBIA, NORTHWEST TERRITORIES & YUKON	
G�rard Gagnon Centre-Ville Building Room 200 131 Provencher Boulevard WINNIPEG, Manitoba R2H 0G2 Tel.: (204) 983-2111 1-800-665-8731 Fax: (204) 983-7801 Email: <i>gerard.gagnon@ocol-clo.gc.ca</i>	Deni Lorieau 10055 106th Street Room 620 EDMONTON, Alberta T5J 2Y2 Tel.: (780) 495-3111 1-800-661-3642 Fax: (780) 495-4094 Email: <i>deni.lorieau@ocol-clo.gc.ca</i>	

Table 5.3 Publications Available

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

TITLE	DESCRIPTION	AUDIENCE
REPORTS AND SPECIAL STUDIES		
<i>Annual Report</i>		☎ ☎ ☒ General Public
<i>Language Rights</i>	Annual Report	☎ ☎ ☒ General Public
<i>Study of the Official Languages Obligations of Federal Crown Agents in the province of New-Brunswick</i>		☎ ☎ ☒ General Public
<i>Cooperation Between the Government and the Communities : New Models for Service Delivery</i>		☎ ☎ ☒ General Public
<i>Official Languages in the Canadian Sport System</i>		☎ ☎ ☒ General Public
<i>The Government of Canada and French on the Internet</i>		☎ ☎ ☒ General Public
<i>Use of the Internet by Federal Institutions</i>	Follow-up to the 1996 Special study	☎ ☎ ☒ General Public
<i>The Equitable Use of English and French Before Federal Courts and Administrative Tribunals Exercising Quasi-Judicial Powers</i>	Follow-up to the 1995 Special Report	☎ ☎ ☒ General Public
<i>Motivations for School Choices by Eligible Parents Outside Quebec</i>		☎ ☎ ☒ General Public
<i>School Governance: The Implementation of Section 23 of the Charter</i>		☎ ☎ ☒ General Public
<i>Government Transformations: The Impact on Canada's Official Languages Program</i>		☎ ☎ ☒ General Public
<i>Follow-ups on special study of Federal offices designated to respond to the public in both languages</i>		☎ ☒ General Public
<i>The Equitable Use of English and French Before the Courts in Canada</i>	Study on Part III of the Act	☎ ☒ General Public
<i>Official Language Minority Education Rights in Canada: From Instruction to Management</i>		☎ ☒ General Public
OTHER PUBLICATIONS		
<i>Official Languages Act, 1988</i>	Complete text of the Act	☎ ☎ ☒ General Public
<i>Official Languages Act, 1988: Synopsis</i>		☎ ☎ ☒ General Public
<i>What About your Language Rights?</i>	Explains the Act and the complaints process	☎ ☒ General Public
<i>Talking to Each Other</i>	Kit on the official languages for secondary students	☎ ☒ Teachers
<i>English and French in the Workplace – What Federal Employees Need to Know</i>	Bilingual 15 page booklet	☎ ☎ ☒ Public servants
<i>Adventures in Time</i>	Fun story and activities for 10-11 year-old	☎ ☒ Youth
<i>Our Two Official Languages Over Time</i>	Historical survey - 1867 – 1994	☎ ☒ General Public
<i>A Chronicle of the Office of the Commissioner of Official Languages 1970-1991</i>	OCOL's role and its development from its inception to 1991	☎ ☒ General Public

POSTERS			
Feathered Friends	Names of birds in English and French		Youth
Owls Hoot	Shows birds and animals and describes in English and French the sound each make		Youth
Tradition Ethel Seath Marc-Aurèle de Foy Suzor Côte	The White Barn, Eastern Townships Retour des champs		General Public
Vision A.J. Casson Lauren S. Harris	Église anglicane à Magnetawan Maligne Lake, Jasper Park		General Public
Perspective Alex Colville Clarence Gagnon	To Prince Edward Island De l'église à la maison		General Public
VARIA			
Infoaction	Information bulletin	 	General Public
Our Information Products	List of our information products		General Public
The Official Languages in Canada	Demolinguistic map of Canada		General Public
Bookmarks			General Public