



Implementation of Section 41 of the
OFFICIAL LANGUAGES ACT (Part VII)

2008-2009

ANNUAL REPORT ON RESULTS



Implementation of Section 41 of the

OFFICIAL LANGUAGES ACT
(Part VII)

2008-2009 Annual Report on Results

August 2009

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for the Regions of Quebec
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Table of contents

General information	1
Summary of main achievements	3
Main results achieved by activity category	5
Detailed report on results	7
1. Awareness	7
2. Consultations	9
3. Communications	11
4. Coordination and liaison	13
5. Program funding and delivery	15
6. Accountability	17
List of acronyms	18

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of the *Official Languages Act* (Part VII)
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General information

Economic Development Agency of Canada
for the Regions of Quebec
Dominion Square Building
1255 Peel Street, Suite 900
Montréal, Quebec H3B 2T9



MANDATE

To promote the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or opportunities for productive employment are inadequate.

To promote cooperation and complementarity with Quebec and communities in Quebec.

RESPONSIBLE FOR THE IMPLEMENTATION OF PART VII OF THE ACT:

MINISTERS

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*Minister of Public Works and Government Services Canada
and Minister responsible for the Economic Development Agency of Canada for the Regions of Quebec*

Denis Lebel

Minister of State for the Economic Development Agency of Canada for the Regions of Quebec

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Summary of main achievements

Under its Act, the mission of the Economic Development Agency of Canada for the Regions of Quebec is to promote the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or where opportunities for productive employment are inadequate. The Act also requires the Agency to promote cooperation and complementarity with Quebec and communities in Quebec.

More specifically, the Agency focusses on the attainment of three strategic outcomes, to ensure that, in the long term, Quebec's regions and communities will have increased their development capabilities, dynamism and prosperity in a significant, lasting manner for the benefit of their residents. These three strategic outcomes are:

- **Vitality of communities:** dynamic, revitalized Quebec communities enjoy a better socioeconomic outlook by maintaining and developing their economic activity base.
- **Competitiveness of small- and medium-sized enterprises (SMEs) and regions:** Quebec SMEs and regions are competitive owing to the presence of conditions conducive to sustainable growth.
- **Policies, representation and cooperation:** Agency policies, programs and initiatives reflect national priorities and the realities of Quebec's regions.

It is primarily through the first strategic outcome, *Vitality of communities*, that the Agency contributes to the achievement of the objectives of the *Official Languages Act* (OLA), and specifically to the commitment to enhance the vitality of Official Language Minority Communities (OLMCs) and the linguistic duality of Canada, as set forth in section 41 of Part VII of the Act. The Agency has identified OLMCs under the *Integration of target groups* component. Its objective is to foster the integration of OLMCs into existing structures for

the economic development of Quebec regions so that they participate in their communities' development and economic diversification efforts.

The Agency's activities are aligned with the Government of Canada's *Horizontal Results-based Management and Accountability Framework* for official languages (OL); more specifically, they target the following horizontal results:

- strengthening community economic development and language industries
- strengthening the vitality of communities
- strengthening linguistic duality within the institutions of society
- improving access to learning in support of linguistic duality
- ensuring compliance with the *Official Languages Act* and the *Constitution*.

Main results achieved by activity category

Awareness

The Agency pursued several activities during the year which led to greater employee awareness concerning implementation of section 41 of the OLA, including briefing sessions for senior management on implementation of the *Roadmap for Canada's Linguistic Duality 2008-2013*, and on the needs and priorities determined by English-speaking communities in Quebec. Also, the distribution in the Agency's business offices and to senior management of the new *2008-2010 Results-based Action Plan* helped inform them of its strategy concerning section 41 of the *Official Languages Act*.

In addition, a number of business offices took the English-language learning route by sending employees on English courses so that they would become more aware of the needs of the English-speaking clientele and give them better support. Moreover, with respect to section 41, the assistance provided by Agency resource-persons facilitates, for employees, understanding of the OLA and the obligations arising from it, and permits ongoing updating of projects in connection with section 41 of the OLA.

Consultations

The Agency maintained its efforts in terms of consultations and discussions with OLMC representatives, including the Community Table, particularly through the National Human Resources Development Committee for the English Linguistic Minority (NHRDC) and the Quebec Community Groups Network (QCGN). As a result, the Agency is better informed as to the English-speaking communities' priorities and the communities are more familiar with the opportunities afforded by Agency programs. During 2008-2009, it also disseminated the *2008-2010 Results-based Action Plan* for implementation of section 41 of the OLA at meetings with English-speaking communities.

The Agency also held regular meetings with the Community Economic Development and Employability Committees (CEDECs) to discuss specific initiatives (e.g. project funding opportunities) and general issues

raised by the CEDECs. These consultation activities led the Agency, on the one hand, to establish lasting links with OLMCs and, on the other hand, to find out about their needs and promote better access to information concerning federal government programs.

Communications

In addition to preparing the publication of the Annual Status Report and its distribution to OLMC representatives, external communications activities had the effect of informing OLMCs and increasing their knowledge. This result was achieved through dissemination of the Agency's mandate and programs and sensitization of socioeconomic development agents (e.g. in Northern Quebec, the Cree Community Futures Development Corporation [CFDC] [Eeyou Economic Group] and the Inuit CFDC [Nunavik Investment Corporation], Makivik Corporation, Kativik Regional Authority, Nunavik landholding corporations and Cree Regional Authority).

The reports and the *2008-2010 Results-based Action Plan* for implementation of section 41 of the OLA, contact information for the business offices, and a description of programs and eligible projects are available on the Agency's Web site. In addition, the Agency takes part in meetings of the Québec Multilingual Committee of the *Chambre de commerce de Québec* (CCQ) and in such annual events as Business Contact. Among other things, these activities lead to a greater understanding of the problems facing young English-speaking entrepreneurs and the forging of new business links between the English- and French-language business communities.

Coordination and liaison

During 2008-2009:

- The Agency drew up the Economic Development Initiative (EDI) for the *Roadmap for Canada's Linguistic Duality 2008-2013* with different federal partners with a vision of the implementation of a larger number of projects targeting English-speaking communities' vitality.
- It took part in several meetings with different federal partners, including the regional development agencies, Industry Canada and Indian and Northern Affairs Canada, in order to play a role of influence and of information dissemination, thus fostering a greater understanding of the issues and best practices with respect to section 41 of the OLA.
- It took part in the different meetings of the Network of National Coordinators for implementation of section 41 of the OLA and participated in in-house working groups. These led to the drafting of its *2008-2010 Results-based Action Plan* for implementation of section 41 of the OLA, entailing a better understanding of the English-speaking community's priorities.
- It maintained its in-house network of regional-local coordinators responsible for interaction with OLMCs through ongoing contacts and sharing of best practices.
- It seated in the board of the Network of Official Languages Champions to move forward the role of OL champion.

Program funding and delivery

As of March 31, 2009, in the pursuit of its commitments to fostering OLMCs' vitality, the Agency had 11 projects in progress¹ targeting support for their development, totalling \$1.7 million in financial assistance and \$7.4 million in investment value. Of these projects, six were approved during the year, totalling some \$700,000 in financial assistance. Also, during the year, the Agency implemented the EDI for the *Roadmap for Canada's Linguistic Duality 2008-2013*. This initiative will thus make it possible to provide increased support for OLMCs' economic development efforts.

The Agency also contributes to the full recognition and use of the two official languages; to that end, it offers its services in both these languages. Consequently, during 2008-2009, 46 on-going agreements were conducted in English; correspondence and communication with clients took place in English, on the basis of the clients' preference. Moreover, when the Agency signs an agreement with a non-profit organization (NPO) that is not a Quebec government body and where the Agency's funding targets activities involving service to or communication with the public, the client must commit itself to offering project-related services and communications in French and English, when, in view of the circumstances, it is appropriate to do so. In 2008-2009, 44 organizations pledged to provide their products and services in both official languages.

Accountability

With respect to reporting, in addition to drafting the Annual Status Report, the Agency implemented its *2008-2010 Results-based Action Plan*, integrated section 41 of the OLA into its practices and monitored its development in the implementation of its programs.

Conclusion

The Agency continued to support OLMCs in the six categories of intervention. It intends to enhance its activities by pursuing, over the coming year, implementation of its *2008-2010 Results-based Action Plan* and the EDI for the *Roadmap for Canada's Linguistic Duality 2008-2013*.

¹ **Projects in progress:** contribution agreements signed between April 1, 2008 and March 31, 2009, as well as projects prior to April 1, 2008 for which the Agency made a payment during the fiscal year.

Detailed report on results

1. AWARENESS - in-house activities

Training, information, orientation, awareness, communication and other activities carried out at the Agency in order to educate employees and senior managers of the Agency about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; taking the viewpoint of OLMCs into account during research, studies and in-house investigations.

Expected result

Creation of lasting changes in the Agency’s organizational culture. All employees and management are aware of and understand their responsibilities regarding section 41 of the *Official Languages Act* and OLMCs.

Activities carried out to achieve the expected result	Outputs
<p>Information sessions</p> <ul style="list-style-type: none"> • briefings for senior management on the <i>Roadmap for Canada’s Linguistic Duality 2008-2013</i>, the needs and priorities determined by the English-speaking communities in Quebec and developments concerning section 41 of the OLA • distribution to the Agency’s business offices and senior management of the new <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA 	<ul style="list-style-type: none"> • briefing notes • briefings • reports on meetings • <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA at the Agency • briefings • presentation to the Departmental Management Committee (DMC)

Progress achieved toward attaining the expected result

- sensitization of senior management focussing on developments concerning section 41 of the OLA and the needs and priorities determined by the English-speaking communities, particularly for drawing up the EDI for the *Roadmap for Canada’s Linguistic Duality 2008-2013*
- sensitization of business offices and senior management to the Agency’s intentions concerning section 41 of the OLA

Activities carried out to achieve the expected result	Outputs
<p>Training sessions</p> <ul style="list-style-type: none"> • training of staff in English as a Second Language 	<ul style="list-style-type: none"> • English classes taken by 103 employees • weekly “English days” held in the Montérégie business office

Progress achieved toward attaining the expected result

- better sensitization to Agency clientele’s needs and enhancement of its support

Activity carried out to achieve the expected result	Output
<p>Bulletin 41-42</p> <ul style="list-style-type: none"> • distribution of Canadian Heritage’s <i>Bulletin 41-42</i> in all business offices 	<ul style="list-style-type: none"> • print run of <i>Bulletin 41-42</i>

Progress achieved toward attaining the expected result

- better understanding of OLA-related issues

Activities carried out to achieve the expected result	Outputs
<p>In-house information tools</p> <ul style="list-style-type: none"> • frequent discussions between the section 41 resource-person from each business office and the resource-person at Head Office including cooperation among resource-persons from various Agency directorates • posting on the Intranet, in July 2008, of the Deputy Minister/President’s message to employees concerning the Agency’s <i>OL Report Card</i> published in the annual report of the Commissioner of Official Languages 	<ul style="list-style-type: none"> • application and ongoing updates of the OLA on a regional basis • conversations, exchanges of information • special message from the Deputy Minister/President to all employees

Progress achieved toward attaining the expected result

- ongoing updating of OLA-related projects
- sensitization of business offices and senior management concerning the Agency’s performance with respect to the vitality of English-speaking communities

2. CONSULTATIONS - sharing of ideas and information with OLMCs

Activities (e.g. committees, discussions, meetings) through which the Agency consults OLMCs and dialogues with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables, working groups) to explore possibilities for cooperation within the existing mandate of the Agency or as part of developing a new program or policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by business offices to determine their concerns and needs.

Expected result

Creation of lasting relationships between the Agency and OLMCs and understanding of respective needs and mandate.

Activities carried out to achieve the expected result	Outputs
<p>Consultation mechanisms</p> <ul style="list-style-type: none"> • meetings with organizations representing the English-speaking community in Quebec (Community Table, QCGN) to exchange information on the priorities of the English-speaking community in Quebec and the opportunities afforded by Agency programs • participation in meetings of the National Human Resources Development Committee (NHRDC) 	<ul style="list-style-type: none"> • meetings – sharing of ideas and information – documentation on Agency programs • meetings – distribution of the <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA at the Agency
<p>Progress achieved toward attaining the expected result</p>	
<ul style="list-style-type: none"> • better knowledge by the Agency of the English-speaking communities' priorities • better knowledge by the communities of the opportunities afforded by Agency programs 	

Activities carried out to achieve the expected result	Outputs
<p>Business offices</p> <ul style="list-style-type: none"> • Meeting between the director of the Gaspésie business office, the business office's section 41 resource-person and English-speaking community representatives to discuss and assess the federal government's involvement in the strategic planning initiative for local tourism; partners included: mayor, municipal councillors, general managers for two major employers in the community, and directors general of the Council for Anglophone Magdalen Islanders and the Magdalen Islands CEDEC. • invitation of two Gaspésie CEDEC representatives to the January 2009 Departmental consultation • participation by the Agency in a brainstorming session with a Gaspésie CEDEC and other federal partners in view of planning for potential projects as part of the festivities for the 475th anniversary of Gaspé 	<ul style="list-style-type: none"> • establishment by the community of a working committee with the mandate to plan and structure the cruise tourism industry, in association and cooperation with the sectoral leaders from neighbouring municipalities • consultation of the Agency involving English-speaking community representatives in particular • various projects piloted by the CEDEC on the theme of the OLMC's contribution to the region's culture and history

Progress achieved toward attaining the expected result

- discussions initiated between English-speaking community representatives and organizations with a structuring impact on tourism in Quebec
- better structuring of the English-speaking community's tourism sector
- better knowledge by the Agency of the needs and priorities of the English-speaking community in Gaspésie
- links maintained with OLMCs and opportunity for project funding

Activities carried out to achieve the expected result	Outputs
<p>Unofficial consultations and feedback from OLMCs</p> <ul style="list-style-type: none"> • holding of unofficial consultations and feedback from OLMCs • meetings between Agency advisors and CEDECs, to discuss specific initiatives (e.g. project funding opportunities) and general issues raised by the CEDECs 	<ul style="list-style-type: none"> • three informal meetings on the Basse-Côte-Nord (June and August 2008 and March 2009) • exchanges of information • consultations and networking • sensitization • knowledge of programs

Progress achieved toward attaining the expected result

- links with OLMCs maintained by business offices
- open communication relationship with CEDECs and better access to information on Agency programs resulting of consultations and networking
- greater structuring of the tourism industry fostered by regular discussions with CEDECs
- better incorporation by the Agency of the English-speaking community's needs and priorities in the annual business plan

3. COMMUNICATIONS - transmission of information to OLMCs

External communications activities to inform OLMCs about the activities, programs and policies of the Agency and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the Agency's Web site to communicate with OLMCs.

Expected result

OLMC culture reflects a broad understanding of the Agency's mandate. These communities receive relevant, up-to-date information about the Agency's programs and services.

Activities carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • Participation in the Business Contact event in Sherbrooke in March 2009 - the following were carried out in preparing for the event: <ul style="list-style-type: none"> • presentation (or acknowledgement) of business people from the English-speaking community • invitation by letter and phone call to business people from the English-speaking community • planning for a bilingual reception service • establishment of simultaneous translation service. 	<ul style="list-style-type: none"> • The following services are offered to the English-speaking community: <ul style="list-style-type: none"> • information booths run by federal departments and agencies • conferences on funding providers (Agency, <i>Investissement Québec</i>, etc.) and conferences on different topics (tourism, sustainable development, etc.) • networking lunch.

Progress achieved toward attaining the expected result

- enhanced knowledge of government programs by business people from the English-speaking community
- development of new business links between people from the English- and French-speaking business communities

Activities carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • Regular contact with representatives of Youth Employment Services (YES), whose mission is to support entrepreneurship within the English-speaking community in Greater Montreal. 	<ul style="list-style-type: none"> • several meetings during the year with YES representatives and participation (booth) at the Conference • participation in the YES annual Conference organized for young English-speaking entrepreneurs

Progress achieved toward attaining the expected result

- Periodic updating on problems affecting the English-speaking community with which YES is involved.

Activity carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • unofficial sensitization of Nord-du-Québec region socio-economic development agents concerning Agency programs 	<ul style="list-style-type: none"> • meetings – conference calls with: <ul style="list-style-type: none"> • Cree CFDC (Eeyou Economic Group) • Inuit CFDC (Nunavik Investment Corporation) • Makivik Corporation, Kativik Regional Authority, Nunavik landholding corporations and Cree Regional Authority

Progress achieved toward attaining the expected result

- better knowledge of Agency programs

Activities carried out to achieve the expected result	Outputs
<p>Web site</p> <ul style="list-style-type: none"> • posting on the Agency’s Web site and transmittal of reports and the <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA at the Agency, and business office contact information, to different regional development agents and English-speaking community stakeholders 	<ul style="list-style-type: none"> • reports and <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA at the Agency • list of contact information for the Agency’s business offices

Progress achieved toward attaining the expected result

- better understanding of measures planned by the Agency targeting the English-speaking community
- better knowledge of the Agency’s contact points for submitting projects and asking for information

Activities carried out to achieve the expected result	Outputs
<p>General information to OLMCs</p> <ul style="list-style-type: none"> • communication of the Agency’s mandate and programs to the QCGN at a meeting with representatives of that organization • invitations to OLMC representatives to all public announcements made by the Gaspésie business office • participation in the Québec Multilingual Committee of the CCQ, interaction with English-speaking community representatives 	<ul style="list-style-type: none"> • meeting • leaflets on Agency programs • press conferences • meeting with the new director of the Québec–Chaudière-Appalaches region CEDEC, leading to activation of projects in partnership with the CCQ and the Community Table

Progress achieved toward attaining the expected result

- better understanding of Agency mandate and programs by English-speaking community representatives
- maintenance and consolidation of progress made with the Québec–Chaudière-Appalaches region CEDEC

4. COORDINATION AND LIAISON

(Does not include funding – Internal coordination and liaison with other government institutions.)

Coordination activities (research, studies, meetings, etc.) carried out by the Agency itself along with other federal institutions or other levels of government; participation in activities organized by other federal institutions, other levels of government, etc.; participation of official languages champions, national and regional coordinators, etc., in various government forums.

Expected result

Cooperation with multiple partners to enhance OLMC development and vitality, and to share best practices.

Activities carried out to achieve the expected result	Outputs
<p>Cooperation with Canadian Heritage</p> <ul style="list-style-type: none"> • participation in: <ul style="list-style-type: none"> • interdepartmental meetings of National Coordinators of Official Languages • meetings of the Committee of Assistant Deputy Ministers on Official Languages • meetings of the Interdepartmental Management Committee for the Official Languages Program • the Official Languages Good Practices Forum organized by Canadian Heritage 	<ul style="list-style-type: none"> • meetings • exchange of information and documents • terms and conditions of application of the <i>Roadmap for Canada's Linguistic Duality 2008-2013</i>
<p>Progress achieved toward attaining the expected result</p> <ul style="list-style-type: none"> • better understanding of issues and best practices concerning section 41 of the OLA • information-sharing concerning the <i>Roadmap for Canada's Linguistic Duality 2008-2013</i> and best practices 	

Activities carried out to achieve the expected result	Outputs
<p>Cooperation between the Agency and other federal institutions</p> <ul style="list-style-type: none"> • participation in meetings of: <ul style="list-style-type: none"> • regional development agencies, Industry Canada and Indian and Northern Affairs Canada for drawing up the EDI for the <i>Roadmap for Canada's Linguistic Duality 2008-2013</i> • the NHRDC Government Table • the Working Group on the <i>Centre francophone d'avancement et de leadership en développement économique communautaire de la Huronie</i> (CALDECH) ruling • the board of the Network of Official Languages Champions to move forward the role of OL champion 	<ul style="list-style-type: none"> • meetings • exchange of ideas, documentation and best practices • briefs submitted to Cabinet committees • senior management briefings

Progress achieved toward attaining the expected result

- implementation at the Agency of the EDI for the *Roadmap for Canada's Linguistic Duality 2008-2013* – sharing of best practices
- better understanding of the issues and priorities of the English-speaking community
- better understanding at the Agency of the impact of the Supreme Court ruling in CALDECH

Activities carried out to achieve the expected result	Outputs
<p>Coordination among the Agency's different directorates</p> <ul style="list-style-type: none"> • numerous in-house meetings for drawing up the EDI for the <i>Roadmap for Canada's Linguistic Duality 2008-2013</i> • drafting, in coordination with the Agency's different directorates, of the <i>2008-2010 Results-based Action Plan</i> for implementation of section 41 of the OLA 	<ul style="list-style-type: none"> • meetings • exchange of information and documentation • senior management briefings • distribution of <i>2008-2010 Results-based Action Plan</i>

Progress achieved toward attaining the expected result

- implementation of the EDI for the *Roadmap for Canada's Linguistic Duality 2008-2013*
- establishment by the Agency of objectives in order to implement section 41 of the OLA in a consistent and integrated manner

5. PROGRAM FUNDING AND DELIVERY

Implementation of the Agency's programs and delivery of its services; funding of OLMC projects by the Agency on its own or in cooperation with other federal institutions; inclusion of the needs of OLMCs in the delivery of the Agency's programs and services.

Expected result

OLMCs are part of the Agency's regular clientele and have adequate access to its programs and services. OLMC needs (e.g. check geographic dispersal, development opportunities) are taken into account.

Activity carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • funding of and participation in OLMCs' projects 	<ul style="list-style-type: none"> • In 2008-2009, the Agency had 11 projects in progress targeting support for development of OLMCs, totalling \$1.7 million in financial assistance and \$7.4 million in investment value. • Of these 11 projects in progress, six were approved during 2008-2009, totalling \$696,828 and an investment value of \$3.2 million. <p>Some examples of new projects supported in 2008-2009:</p> <ul style="list-style-type: none"> • Community Table of National Human Resources (CEDEC-Québec): plan to reinforce economic development capabilities • Community Table of National Human Resources (CEDEC-Montérégie): development and establishment of an entrepreneurship support network • <i>Tourisme Basse-Côte-Nord</i>: tourism development and promotion in Basse-Côte-Nord • YES entrepreneurship project.
<p>Progress achieved toward attaining the expected result</p>	
<ul style="list-style-type: none"> • projects carried out with OLMCs 	

Activity carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • implementation at the Agency of the EDI for the <i>Roadmap for Canada's Linguistic Duality 2008-2013</i> 	<ul style="list-style-type: none"> • projects carried out under the EDI

Progress achieved toward attaining the expected result

- increased support for OLMCs' economic development projects

Activity carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • The Agency offers its services in both official languages. 	<ul style="list-style-type: none"> • In 2008-2009, 46 promoters whose projects are in progress received the Agency's documents and services in English.

Progress achieved toward attaining the expected result

- access to Agency programs and services in the language of one's choice

Activity carried out to achieve the expected result	Outputs
<ul style="list-style-type: none"> • When the Agency signs an agreement with an NPO that is not a Quebec government body and where the Agency's funding targets activities involving service to or communication with the public, the client must commit itself to offering project-related services and communications in French and English, when, in view of the circumstances, it is appropriate to do so. 	<ul style="list-style-type: none"> • In 2008-2009, 44 organizations funded by the Agency committed themselves to offering their products and services in both official languages.

Progress achieved toward attaining the expected result

- adequate access by OLMCs to services offered by organizations funded by the Agency and Agency-funded projects

6. ACCOUNTABILITY

Activities through which the Agency integrates its work on the implementation of section 41 of the OLA into departmental planning and accountability mechanisms (e.g. Report on Plans and Priorities, Departmental Performance Report, departmental business plan, status report on implementation of section 41 of the OLA, etc.); internal audits and evaluations of programs and services; regular review of programs and services as well as policies by senior managers of the Agency to ensure implementation of section 41 of the OLA.

Expected result

Full integration of section 41 of the OLA and the OLMC perspective into Agency policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how better to integrate OLMCs' perspective.

Activities carried out to achieve the expected result	Outputs
<p>Implementation of the action plan</p> <ul style="list-style-type: none"> • <i>Report Card</i> of the Office of the Commissioner of Official Languages – participation in information meetings • implementation of the Agency's <i>2008-2010 Results-based Action Plan</i> 	<ul style="list-style-type: none"> • meetings • briefing note to senior management on the <i>Report Card</i> issued in 2008 • <i>2008-2010 Results-based Action Plan</i> • tabling of action plan with DMC
<p>Progress achieved toward attaining the expected result</p> <ul style="list-style-type: none"> • monitoring of developments in implementation of section 41 of the OLA at the Agency • integration of section 41 in implementation of Agency programs 	

Activities carried out to achieve the expected result	Outputs
<p>Drafting of Annual Status Report</p> <ul style="list-style-type: none"> • production of the Agency's Annual Status Report • business office reports 	<ul style="list-style-type: none"> • report • tabling of report with DMC • information and integration
<p>Progress achieved toward attaining the expected result</p> <ul style="list-style-type: none"> • better knowledge of the report distributed within and outside the Agency • compilation of results leading to subsequent decision-making 	

List of acronyms

CALDECH	<i>Centre francophone d'avancement et de leadership en développement économique communautaire de la Huronie</i>
CCQ	<i>Chambre de commerce de Québec</i>
CEDEC	Community Economic Development and Employability Committee
CFDC	Community Futures Development Corporation
DMC	Departmental Management Committee
EDI	Economic Development Initiative
NHRDC	National Human Resources Development Committee for the English Linguistic Minority
NPO	Non-profit Organization
OL	Official languages
OLA	<i>Official Languages Act</i>
OLMC	Official language minority communities
QCGN	Quebec Community Groups Network
SME	Small- and medium- sized enterprise
YES	Youth Employment Services

