



# **Office of the Commissioner of Official Languages**

**2014–15**

**Departmental Performance Report**

---

The Honourable Maryam Monsef, P.C., M.P.  
Minister of Democratic Institutions

© Her Majesty the Queen in Right of Canada, as represented by  
the President of the Queen's Privy Council for Canada, 2015

Catalogue No. SF1-1E - PDF  
ISSN 2368-5646

This document is available on the Office of the Commissioner of  
Official Languages' website at  
<http://www.clo-ocol.gc.ca>

This document is available in alternative formats upon request.

---

## Table of Contents

Message from the Commissioner of Official Languages of Canada .....	1
Section I: Organizational Expenditure Overview .....	3
Organizational Profile .....	3
Organizational Context .....	3
Actual Expenditures .....	11
Alignment of Spending With the Whole-of-Government Framework .....	13
Departmental Spending Trend .....	14
Estimates by Vote .....	14
Section II: Analysis of Programs by Strategic Outcome .....	15
Strategic Outcome:.....	15
Program 1.1: Protection of Language Rights.....	15
Program 1.2: Promotion of Linguistic Duality .....	17
Internal Services.....	20
Section III: Supplementary Information .....	23
Financial Statements Highlights .....	23
Financial Statements .....	26
Supplementary Information Tables.....	26
Tax Expenditures and Evaluations.....	26
Section IV: Organizational Contact Information.....	27
Appendix: Definitions.....	29
Endnotes.....	33

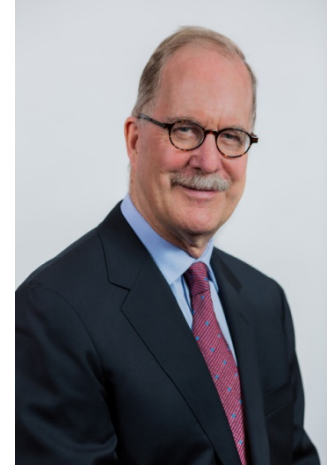
---



## Message from the Commissioner of Official Languages of Canada

I am pleased to present our *2014-15 Departmental Performance Report*, in which you will find a summary of the accomplishments of the Office of the Commissioner of Official Languages for this fiscal year.

Year after year, I have noted that many federal institutions are having difficulty making an active offer of service. The Office of the Commissioner has therefore begun a study not only to determine why federal institutions are continuing to find it difficult to honour their obligation to greet the public in both official languages, but also to suggest possible measures to improve the situation. The Office of the Commissioner also worked with the Treasury Board Secretariat to develop new key leadership competencies, particularly with respect to official languages.



The Office of the Commissioner took an active role in meetings in preparation for large-scale events, such as the 2015 Pan American Games, the FIFA Women's World Cup and the 2017 Canada Games, as part of the strategy it implemented last year to integrate linguistic duality into major sporting and cultural events.

This year, the Office of the Commissioner worked closely with several immigration organizations and published, in cooperation with the French Language Services Commissioner of Ontario, a report on immigration in French-speaking minority communities. The report contained seven recommendations for the Government of Canada and one for the Government of Ontario.

The number of complaints the Office of the Commissioner received rose by 15% in 2014-15. Variations in the number of complaints received are always somewhat difficult to explain. The increase in the past year is not related to any particular part of the *Official Languages Act*. Nonetheless, it is clear that the resources at the Office of the Commissioner's disposal to ensure compliance with the Act are being called upon more now than they have in the past. The information gathered through our client satisfaction survey is enabling us to meet institutions' and complainants' needs better and to improve our processes.

I would also like to mention that the number of people following the Office of the Commissioner's Twitter account has risen by 34%, and the number of people following our Facebook account has risen by 51%.

Lastly, implementation of Workplace 2.0 continued in order to optimize office space and technology, and provide a flexible, respectful and collaborative work environment.

Graham Fraser



## Section I: Organizational Expenditure Overview

### Organizational Profile

**Commissioner:** Graham Fraser

**Year established:** 1970

**Main legislative authorities:** Subsection 56(1) of the *Official Languages Act*<sup>i</sup>

**Other:** The Commissioner of Official Languages is appointed by commission under the Great Seal, after approval by resolution of the House of Commons and the Senate. The Commissioner of Official Languages reports directly to Parliament.

### Organizational Context

#### Raison d'être

The mandate of the Commissioner of Official Languages is to oversee the full implementation of the *Official Languages Act*, protect the language rights of Canadians, and promote linguistic duality and bilingualism in Canada.

The President of the Queen's Privy Council for Canada is responsible for tabling the Office of the Commissioner of Official Languages' (OCOL's) administrative reports in Parliament, including the Report on Plans and Priorities and the Departmental Performance Report.

#### Responsibilities

Section 56 of the *Official Languages Act* states:

It is the duty of the Commissioner to take all actions and measures within the authority of the Commissioner with a view to ensuring recognition of the status of each of the official languages and compliance with the spirit and intent of this 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.

Under the Act, therefore, the Commissioner is required to take every measure within his power to ensure that the three main objectives of the *Official Languages Act* are met:

- the equality of the status and use of English and French in Parliament, the Government of Canada, the federal administration and the institutions subject to the Act;

- the development of official language communities in Canada; and
- the advancement of the equality of English and French in Canadian society.

## Strategic Outcome and Program Alignment Architecture

1. **Strategic Outcome:** Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.

**1.1 Program:** Protection of Language Rights

**1.2 Program:** Promotion of Linguistic Duality

**Internal Services**

## Organizational Priorities

In the *2014-15 Report on Plans and Priorities*, OCOL established four organizational priorities for areas in which significant progress had to be made over the next fiscal year in order to fully support the strategic outcome. The progress made on each of these priorities can be found in Section I of this report, while Section II lists other accomplishments.

Priority	Type <sup>1</sup>	Strategic Outcome or Program
1. Intervene with key actors to increase the recognition and awareness of linguistic duality.	New	This priority is linked to OCOL's Strategic Outcome: Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.
<b>Summary of Progress</b>		
<b>What progress has been made toward this priority?</b>		
<p>OCOL representatives participated in various networks of federal officials and in government initiatives, including a presentation to the Crown Corporations Advisory Committee on Official Languages.</p> <p>The Atlantic regional office organized a panel titled "Linguistic Duality... Be Inspired!" during the first-ever Atlantic Official Languages Week. The presentation was seen by public servants in every Atlantic</p>		

---

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR.



province.

The Alberta, British Columbia, Northwest Territories, Yukon and Nunavut regional office worked with the three regional federal councils to clarify how they can support the promotion of official languages in light of the new models created for them. In addition, the Commissioner met twice with the representative of the chairs of the six federal councils to reiterate the powerful effect of the direction set by senior executives in efforts to raise awareness in the public service of the two official languages and the importance attached to them.

Meetings with those responsible for official languages at certain airports, including Winnipeg James Armstrong Richardson International Airport, were held to discuss their official languages obligations and possible approaches for promoting official languages. OCOL attended the annual general meetings of the Greater Toronto Airports Authority and the Regina and Winnipeg airport authorities.

OCOL representatives actively took part in meetings in preparation for large-scale events in order to increase the presence of both official languages at these events. Meetings were held with FIFA's local committees and representatives, Sport Canada representatives, representatives of the Pan American and Parapan American Games, and the local organizing committee for the Canada Winter Games in Prince George. Regional meetings also took place to build bridges between the FIFA organizing committee and the official language minority communities, and to ensure that matches were presented in a manner that respects the two official language communities. OCOL representatives also took part in meetings in preparation for the 2017 Canada Summer Games in Winnipeg.

OCOL maintained a visible social media presence during large-scale events. Moreover, in 2014-15, the number of people following the Office of the Commissioner on social media rose by 34% on Twitter and by 51% on Facebook.

OCOL published a number of documents this year, including *Celebrating Canada*, a guide to preparing bilingual events, which was posted on the website and subsequently distributed to organizers, organizations and institutions. In February 2015, OCOL also published a book on the 50th anniversary of the Royal Commission on Bilingualism and Biculturalism in cooperation with the University of Ottawa. The publication followed a series of activities organized by OCOL and the University in 2013.

Presentations on linguistic duality were held in French and immersion schools in provinces across Canada. For example, in the Atlantic Region, 30 presentations were given, 12 of which were at immersion schools and 18 at French schools. A total of seven presentations were given in Edmonton and Fort McMurray.

OCOL was present at WorldPride 2014 in Toronto, the World Acadian Congress, the PEI 2014 Celebration Zone in Charlottetown, the 2014 North American Indigenous Games, the 2015 Canada Winter Games in Prince George, and at the launch of 400 days of celebrations marking the 400th anniversary of Champlain's visit to Ontario. It also attended the Sommet provincial des États généraux sur le postsecondaire en Ontario français, which was held in October 2014 in Toronto.

2. Make targeted interventions to protect language rights in a context of budget cuts and	New	This priority is linked to OCOL's Strategic Outcome: Rights guaranteed by the <i>Official Languages Act</i> are protected and
---	-----	---

service modernization.		linguistic duality is promoted as a fundamental value of Canadian society.
<b>Summary of Progress</b>		
<p><b>What progress has been made toward this priority?</b></p> <p>OCOL closely monitored the impact of the restructuring of the federal councils on official languages. Besides taking part in these councils' activities, OCOL was also involved with other groups, including the Ontario Official Languages Interdepartmental Network, the Manitoba and Saskatchewan interdepartmental official languages networks, the Atlantic section 41 Network and the Comité d'agences du Nord de l'Ontario. OCOL also attended preparatory meetings for the establishment of the Prairies Official Languages Committee.</p> <p>Three audit follow-up reports were published in 2014–2015:</p> <ul style="list-style-type: none"> <li>- Follow-up on the audit of the delivery of bilingual services to the public (Part IV of the Act) by Service Canada, published on April 1, 2014. The audit report contained seven recommendations, with only one still to be fully implemented;</li> <li>- Follow-up on the audit of the implementation of Part VII of the Act at Industry Canada, published on July 16, 2014. The audit report contained six recommendations, four of which have been satisfactorily implemented and two partially implemented;</li> <li>- Follow-up on the audit of service delivery in English and French to Air Canada passengers (Part IV of the Act), published on February 4, 2015. The audit report contained 12 recommendations: only one has been implemented, while six have been partially implemented and five have yet to be implemented.</li> </ul> <p>Year after year, OCOL notes that many federal institutions are having difficulty making an active offer of service. A study on the issue is therefore under way, with the cooperation of federal institutions. This study will help determine why federal institutions are continuing to find it difficult to fulfill their obligation to greet the public in both official languages. It will also suggest possible measures to make progress in that regard.</p> <p>In addition, OCOL gave presentations on rights and obligations under the Act at a number of federal institutions in the Atlantic region.</p> <p>OCOL also followed up with the Treasury Board Secretariat on the development of the new key leadership competencies, particularly with respect to official languages.</p> <p>Lastly, OCOL began work on the production of 33 report cards for federal institutions, for its 2015-16 annual report.</p> <p>With regard to its study on language training, OCOL gave presentations to various groups and federal institutions, including the Crown Corporations Advisory Committee on Official Languages, and it followed up on the public servants' working group that was set up to examine the Commissioner's</p>		

recommendations and determine how federal institutions should go about implementing them.		
3. Intervene with key actors in the areas of immigration, access to justice and early childhood.	New	This priority is linked to OCOL's Strategic Outcome: Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.

### Summary of Progress

#### What progress has been made toward this priority?

This year, OCOL worked closely with organizations in the immigration, justice and early childhood sectors:

- It organized, in partnership with the organization Voice of English-Speaking Québec and the City of Québec, a forum on newcomers in Québec City. The Commissioner gave a speech there recognizing the contribution of English-speaking newcomers to the city, and he underscored the English-speaking community's efforts to integrate these new citizens into Quebec society;
- It published, in cooperation with the French Language Services Commissioner of Ontario and the Official Languages Commissioner for New Brunswick, a news release calling on federal and provincial governments to take steps to increase Francophone immigration;
- It published, in cooperation with the French Language Services Commissioner of Ontario, a report on immigration in Francophone minority communities. The report contained seven recommendations for the Government of Canada and one for the Government of Ontario;
- It delivered a workshop on Francophone immigration in Western Canada. The workshop, held in Vancouver, was organized in partnership with the Fédération des francophones de la Colombie-Britannique and the Association canadienne-française de l'Alberta.

OCOL also took part as an observer in the meetings of the Association multiculturelle francophone de l'Alberta and the Comité atlantique sur l'immigration francophone (CAIF). It presented the commissioners' report on immigration at a CAIF meeting.

OCOL established ties with the three Francophone immigration support networks in Ontario.

With regard to early childhood in minority communities, OCOL took steps to gather information in order to identify and better understand current challenges in the area, especially for language communities in the regions.

With respect to access to justice in both official languages, OCOL attended a language training session offered by the Centre canadien de français juridique on behalf of the Canadian Council of Chief Judges. In its study on the bilingual capacity of the superior court judiciary, OCOL examined the unique features

of the program titled Formation en français juridique pour juges canadiens de nomination provinciale, which is administered by the Provincial Court of New Brunswick. In taking part in this training, OCOL representatives noted the participating judges’ high degree of satisfaction and reiterated the importance of establishing a similar practical training program for federally-appointed judges.

4. Manage a period of transition while fostering a healthy and productive work environment.	Previously committed to	This priority is linked to Internal Services.
---	-------------------------	---

**Summary of Progress**

**What progress has been made toward this priority?**

Harmonization of OCOL’s employee performance management program with the Treasury Board’s new directive on performance management was completed.

The Human Resources Directorate worked to implement Workplace 2.0, which is intended to make optimum use of office space and technology, and create a flexible work environment.

In renewing its information management systems, OCOL undertook a review to optimize its operational processes.

**Risk Analysis**

The *2014-15 Report on Plans and Priorities* identified three strategic risks that were likely to influence OCOL’s performance during the year. The following table identifies each risk as well as the risk-response strategy or mitigating actions put forth to manage each risk. The narrative text that follows the table provides further context on the factors in OCOL’s operating environment that led to the risks.

<b>Risk</b>	<b>Risk Response Strategy</b>	<b>Link to Program Alignment Architecture</b>
<p><b>Independence</b></p> <p>Risk regarding safeguarding the Commissioner’s independence as an agent of Parliament.</p>	<p>OCOL has identified organizations with which to share certain services, so as to be able to stipulate the conditions of service agreements in a way that safeguards OCOL’s independence. For example, a procedure for sharing training sessions with other agents of Parliament in the same building was established. These internal training sessions are offered free of charge.</p> <p>OCOL initiated meetings with other</p>	<p>Strategic Outcome</p> <p>Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.</p>

	<p>agents of Parliament to discuss best practices and challenges related to conducting investigations.</p> <p>Consultations with other agents of Parliament were held to determine the strategy to be adopted for monitoring the progress of Bill C-520. A joint letter was sent to the Standing Senate Committee on National Finance ahead of its deliberations on the bill. On January 28, 2015, the Commissioner appeared with other agents of Parliament before the committee tasked with studying this issue.</p>	
<p><b>Relevance</b></p> <p>Risk that the relevance of the Commissioner's interventions and power of influence is questioned</p>	<p>The collection and analysis of relevant data and information, including data on immigration collected for the joint report on Francophone immigration and the annual report, and collaboration with key players from various sectors, helped to ensure the relevance and credibility of the Commissioner's interventions and recommendations.</p> <p>An evaluation of the information campaign for the travelling public, implemented in 2013-14, was conducted. Information material on the rights of the travelling public, developed from the on-line campaign, will be distributed in 2015-16.</p> <p>A panel discussion was held in January with other agents of Parliament and investigation commissions regarding investigative powers and how to maximize their use and the use of other methods of intervention.</p> <p>The task of following up on recommendations issued during investigations was reviewed for standardization and efficiency purposes.</p>	<p>Strategic Outcome</p> <p>Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.</p>
<p><b>Capacity</b></p> <p>Risk that OCOL does not have the</p>	<p>Phase I of the new case management system was implemented, bringing together in one location all requests that</p>	<p>Strategic Outcome</p> <p>Rights guaranteed by the</p>

<p>required capacity to meet the expectations of parliamentarians, the public and federal institutions</p>	<p>OCOL receives.</p> <p>Qualified candidate pools were established to meet the branch’s needs, especially in the case of specific skill profiles.</p> <p>Through information gathered from client satisfaction surveys, the Compliance Assurance Branch is better able to meet institutions’ and complainants’ needs and improve its operational processes.</p> <p>The pilot project to assign investigations to an outside firm was assessed and proved to be successful. A call for tenders will be prepared to create a pool of firms qualified to conduct investigations.</p>	<p><i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.</p>
--	--	---

OCOL’s successful delivery of its mandate may be affected by the above-mentioned risks, which are prompted by a number of factors:

- The existing inventory of complaints;
- A significant increase in the number of complaints since the summer of 2014;
- The complexity of complaints received;
- An increase in requests to use the formal investigation process rather than the facilitated resolution process. The proportion is now close to 50%-50%;
- Higher expectations from various people involved in official languages, some of which may fall outside of OCOL’s mandate and powers;
- The renewal of the information management system, which, although providing an opportunity to modernize current business processes, represents an important investment of OCOL’s human and financial resources, thus reducing OCOL’s capacity to undertake other projects.

## Actual Expenditures

### Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
20,776,952	20,988,183	22,944,255	22,415,874	1,427,691

### Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
170	166	(4)

**Budgetary Performance Summary for Strategic Outcome(s) and Program(s) (dollars)**

Strategic Outcome(s), Program(s) and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
Strategic Outcome 1: Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.								
<b>Program 1:</b> Protection of Language Rights	6,814,886	6,908,668	6,959,977	6,959,977	7,485,327	7,134,848	6,527,651	6,321,862
<b>Program 2:</b> Promotion of Linguistic Duality	6,548,834	7,223,981	6,902,349	6,902,349	7,057,446	7,007,231	7,033,889	6,494,480
<b>Subtotal</b>	13,363,720	14,132,649	13,862,326	13,862,326	14,542,773	14,142,079	13,561,540	12,816,342
<b>Internal Services Subtotal</b>	7,413,232	6,855,534	6,971,199	6,971,199	8,401,482	8,273,795	10,626,223	8,317,674
<b>Total</b>	20,776,952	20,988,183	20,833,525	20,833,525	22,944,255	22,415,874	24,187,763	21,134,016

Actual spending in 2014-15 is higher than planned spending by \$1.4 million. This is mainly due to the transition to salary payments in arrears, severance pay and parental benefits (\$1.1 million) and the final expenses related to the relocation of the headquarters to Gatineau (\$0.3 million). Although salary payments in arrears have no impact on OCOL's expenses, they did result in the use of additional spending authorities.



## Alignment of Spending With the Whole-of-Government Framework

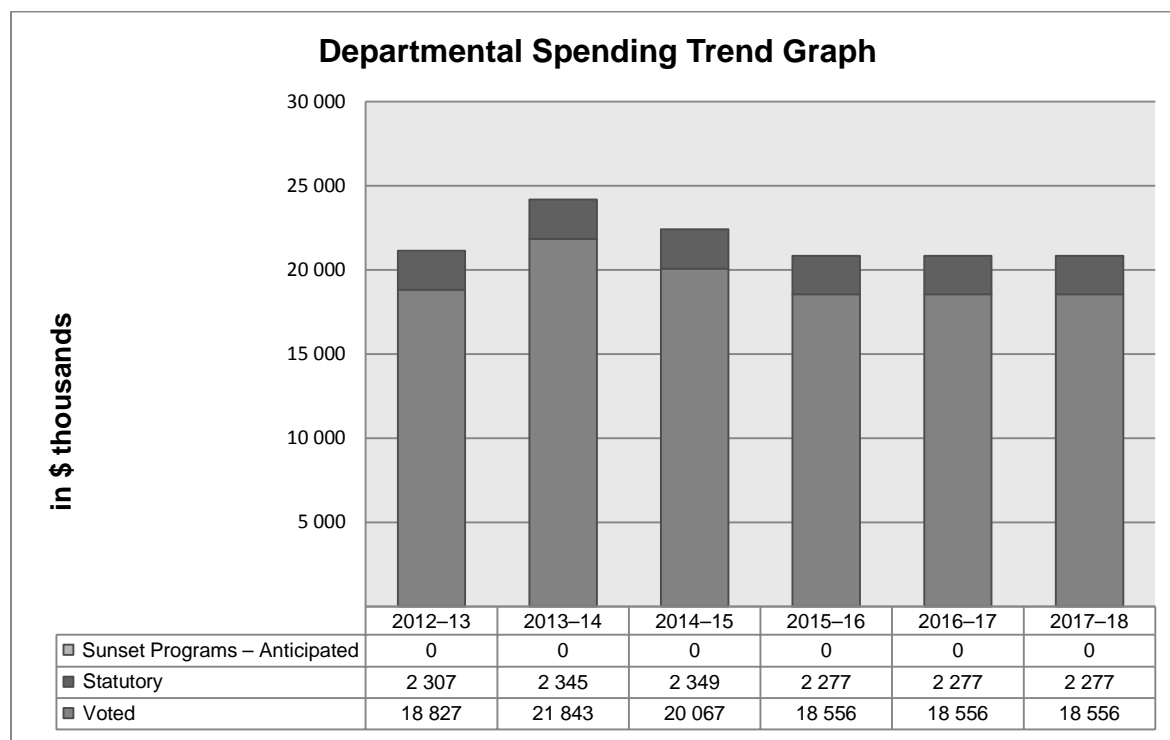
### Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework<sup>ii</sup> (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
1. Rights guaranteed by the <i>Official Languages Act</i> are protected and linguistic duality is promoted as a fundamental value of Canadian society.	1.1: Protection of Language Rights	Government Affairs	A transparent, accountable, and responsive federal government.	7,134,848
	1.2: Promotion of Linguistic Duality	Government Affairs	A transparent, accountable, and responsive federal government.	7,007,231

### Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	0	0
Social Affairs	0	0
International Affairs	0	0
Government Affairs	14,132,649	14,142,079

## Departmental Spending Trend



In 2013-14, expenditures increased uncharacteristically due to the relocation of the headquarters to a new building at 30 Victoria Street in Gatineau. OCOL was granted one-time funding of \$2.8 million in 2013-14 through the reverse re-profile of funds to defray the cost of the move. This amount will be reimbursed over the next nine fiscal years.

It should also be noted that expenses were high in 2014-15, due primarily to the remaining activities related to the relocation of the headquarters and to the implementation of payment in arrears for salary in May 2014. Although salary payments in arrears have no impact on OCOL's expenses, it did result in the use of additional spending authorities.

### Estimates by Vote

For information on OCOL's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2015*,<sup>iii</sup> which is available on the Public Works and Government Services Canada website.<sup>iv</sup>

## Section II: Analysis of Programs by Strategic Outcome

### Strategic Outcome:

Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.

### Program 1.1: Protection of Language Rights

#### Description

Through this program, OCOL investigates complaints filed by citizens who believe their language rights have not been respected, evaluates compliance with the *Official Languages Act* by federal institutions and other organizations subject to the Act through performance measurements and audits, and intervenes proactively to prevent non-compliance with the Act. As well, the Commissioner may intervene before the courts in cases that deal with non-compliance with the *Official Languages Act*.

#### Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
6,814,886	6,908,668	7,485,327	7,134,848	226,180

#### Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
63	65	2

## Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians' language rights are respected through responses to their complaints and inquiries.	Percentage of responses from OCOL to complaints and requests for information that respect the service standards:		
	<ul style="list-style-type: none"> <li>Communication with complainant initiated within two working days following the transfer of the complaint file to the analyst;</li> </ul>	90%	94% – For 517 out of 550 admissible complaints, communication was initiated within two days.
	<ul style="list-style-type: none"> <li>Investigations completed under the facilitated resolution process within 90 working days;</li> </ul>	75%	81% – For 221 out of 272 complaints handled using the facilitated resolution process with a cut-off date between April 1 and March 31, 2015, files were closed within 90 days.
	<ul style="list-style-type: none"> <li>Investigations completed under the formal investigation process within 175 working days;</li> </ul>	50%	23% – For 40 out of 174 complaints handled using the formal investigation process with a cut-off date between April 1 and March 31, 2015, files were closed within 175 days.
	<ul style="list-style-type: none"> <li>Responses to inquiries related to federal institutions and other organizations subject to the Act provided within 30 working days.</li> </ul>	80%	In 99% of cases (504 out of 507), inquiries were responded to within 30 days.
Federal institutions and other organizations subject to the <i>Official Languages Act</i> are aware of the extent of their linguistic compliance and what they need to do to fulfill their obligations under the Act.	Percentage of the Commissioner's recommendations related to compliance issued two years ago in audits, annual reports and formal investigations that federal institutions and other organizations subject to the Act have implemented	60%	<p>95% – OCOL followed up on 20 recommendations made during investigations:</p> <ul style="list-style-type: none"> <li>19 were implemented</li> <li>1 was partly implemented</li> </ul> <p>23% – OCOL followed up on the 35 recommendations made during audits:</p> <ul style="list-style-type: none"> <li>8 were implemented</li> </ul>

## Performance Analysis and Lessons Learned

In addition to the accomplishments presented in the table of priorities in Section I of this report, OCOL:

- Doubled the number of investigations handled using the formal investigation process that met the service standard;
- exceeded the service standard for the facilitated resolution process;
- received 15% more complaints than in 2013-14;
- reduced the number of pending cases by 42%;
- established a new case management system that it is continuing to implement while offering quality service to Canadians;
- intervened before the Federal Court in the court remedy involving CBC/Radio-Canada;
- intervened before the Supreme Court of Canada in *Rose-des-vents v British Columbia*. The Court ruled that the right of parents whose children attend Rose-des-vents school to an education of equal quality in the minority language had not been respected;
- intervened before the Supreme Court of Canada in *Conseil scolaire francophone du Yukon v Yukon* concerning the right to education in the minority language. The Supreme Court of Canada determined that there was an apprehension of bias on the part of the trial judge and sent the case back to the trial court;
- intervened before the Supreme Court of Canada in *Caron v Alberta* concerning the language of legislation in Alberta. The Court is expected to hand down its decision in 2015.

## Program 1.2: Promotion of Linguistic Duality

### Description

Through this program, OCOL works with parliamentarians, federal institutions and other organizations subject to the *Official Languages Act*, official language communities and the Canadian public in promoting linguistic duality. OCOL builds links between federal institutions, official language communities and the different levels of government to help them better understand the needs of official language communities, the importance of bilingualism and the value of respecting Canada's linguistic duality. To fulfill its role in that promotion, OCOL

conducts research, studies and public awareness activities and intervenes with senior federal officials so that they instill a change in culture to fully integrate linguistic duality in their organizations.

**Budgetary Financial Resources (dollars)**

<b>2014–15 Main Estimates</b>	<b>2014–15 Planned Spending</b>	<b>2014–15 Total Authorities Available for Use</b>	<b>2014–15 Actual Spending (authorities used)</b>	<b>2014–15 Difference (actual minus planned)</b>
6,548,834	7,223,981	7,057,446	7,007,231	(216,750)

**Human Resources (Full-Time Equivalents [FTEs])**

<b>2014–15 Planned</b>	<b>2014–15 Actual</b>	<b>2014–15 Difference (actual minus planned)</b>
59	55	(4)

**Performance Results**

<b>Expected Results</b>	<b>Performance Indicators</b>	<b>Targets</b>	<b>Actual Results</b>
Parliament receives advice and information about the official languages implications of evolving legislation, regulations and policies.	Number of references to the Commissioner’s interventions on the formulation of evolving legislation, regulations and policies.	10	The Commissioner’s interventions were referred to or reported 21 times in two reports submitted by parliamentary committees.
	Number of appearances before parliamentary committees.	3	The Commissioner gave four presentations to parliamentary committees on the following files: his 2013-14 annual report, Bill C-520, OCOL’s Main Estimates and the economic development of minority communities.

	Percentage of enquiries from parliamentarians responded to within 30 working days.	80%	All (100%) enquiries from parliamentarians were responded to in accordance with OCOL's service standard.
The public, key policy leaders, official language communities, the media, federal institutions and other organizations subject to the Act are aware of official languages rights and obligations and the importance of linguistic duality in Canada.	Number of promotional activities including requests for general information and promotional tools.	270	There were 1,433 promotional activities: 39 speeches, 46 interviews, 2 press conferences, 10 news releases, 7 opinion pieces, 781 meetings, 33 booths, 7 publications, 2 on-line newsletters, 471 requests for information and 35 promotional items.
	Number of speeches delivered and media interviews given by the Commissioner.	40	The Commissioner gave 39 speeches and 46 interviews.
	Number of recipients of OCOL's studies and reports.	1,000	A total of 2,568 recipients obtained a copy of OCOL's studies and reports: 1,664 requests for the 2013-14 annual report and 904 requests for <i>Time to Act for the Future of Francophone Communities: Redressing the Immigration Imbalance</i> .

## Performance Analysis and Lessons Learned

In addition to the accomplishments presented in the table of priorities in Section I of this report and those in the table above, OCOL:

- followed up with federal institutions concerning the recommendations made in the 2012-13 annual report. The report contained six recommendations, with nine parts in all. The status of the implementation of one of the recommendations could not be confirmed because no reply was received from the federal institution concerned. Seven other components of the recommendations were implemented, while one was not;
- worked, in partnership with the University of Ottawa, on preparations for the second conference of the International Association of Language Commissioners and related activities.

## Internal Services

### Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Since legal remedies are set out in the Act, OCOL’s Legal Services are excluded from its Internal Services and are an integral part of Program 1.1 – Protection of Language Rights. As well, given their specific mandate, OCOL’s Communications Services are not included in Internal Services, but rather form part of Program 1.2 – Promotion of Linguistic Duality.

### Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
7,413,232	6,855,534	8,401,482	8,273,795	1,418,261

### Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
48	46	(2)

Actual spending for Internal Services for 2014-15 was \$1.4 million more than planned, owing mostly to the final expenditures related to the headquarters’ move (\$0.3 million) and implementation of the shared case management solution and other technology tools for the organization (\$1 million).



## Performance Analysis and Lessons Learned

The table of priorities in Section I of this report lists the key accomplishments in support of the fourth organizational priority (Effectively manage a period of important transitions while fostering a healthy work environment). In addition to these achievements, OCOL:

- established a Memorandum of Understanding with other agents of Parliament to provide shared training in both official languages. A schedule was developed to enable employees in every organization to take advantage of the training provided. Some of the training sessions dealt with the *Official Languages Act*. Since this pilot project was successful, the Memorandum of Understanding was extended. A new training schedule will be established;
- completed the renewal of its IT infrastructure and incorporated portable, mobile workstations and a secured wireless network into its Workplace 2.0 headquarters offices. This planned lifecycle replacement was timed to establish a modern workplace that makes smart use of new technologies to improve networking, access to data and customer service;
- completed the modernization and replacement of its videoconferencing platform to create an open and networked environment in support of regional and national collaboration while enhancing service and delivering value for money;
- is renewing its information management system and maximizing its use in order to give employees better access to information and work tools. While providing an opportunity to modernize current business processes, this also represents an important investment of OCOL's human and financial resources. Given the scope of the project and the investment required, an audit was begun in February 2015 at management's request to determine the project status with respect to initial plans;
- developed a strike procedures and measures manual.



## Section III: Supplementary Information

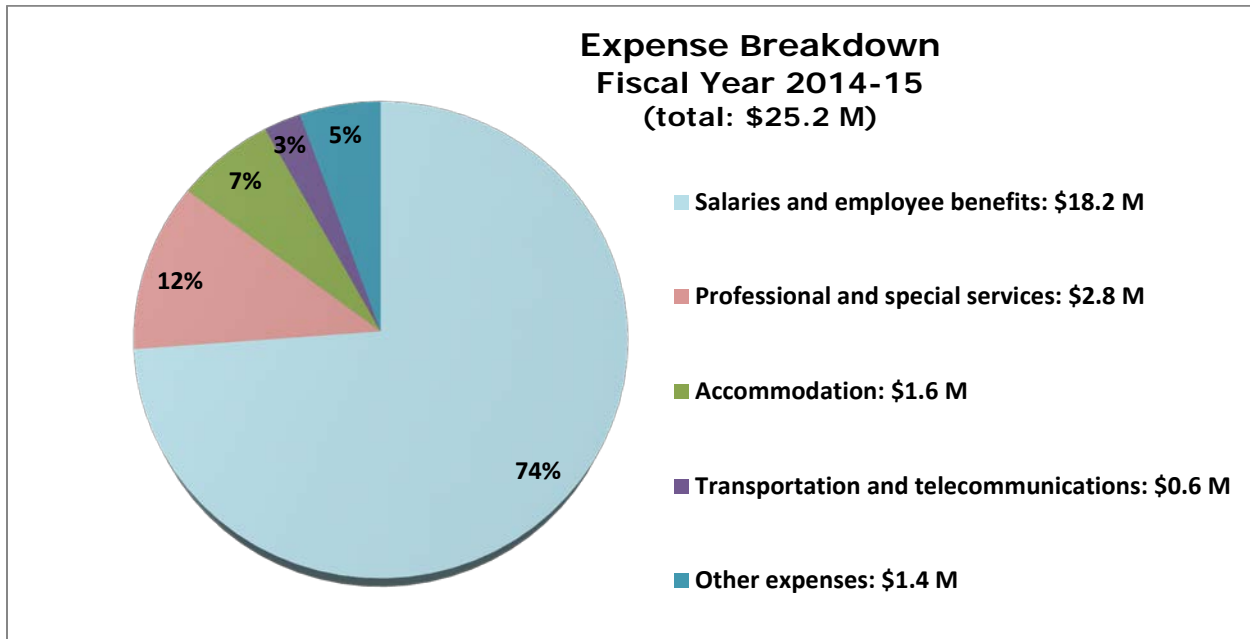
### Financial Statements Highlights

Condensed Statement of Operations (unaudited)  
For the Year Ended March 31, 2015  
(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	24,018,477	24,572,906	25,242,853	554,429	(669,947)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	24,018,477	24,572,906	25,242,853	554,429	(669,947)

Compared with the previous fiscal year, total expenses have decreased by \$669,947 or 3%, which is mainly attributed to the following:

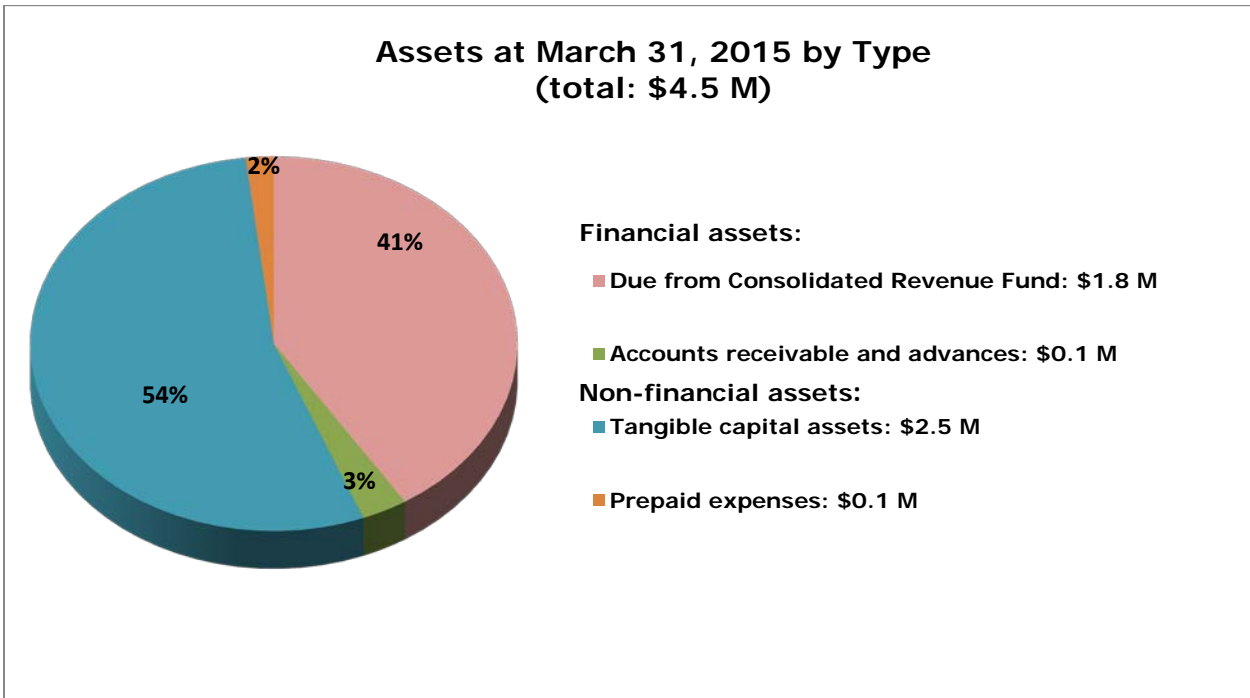
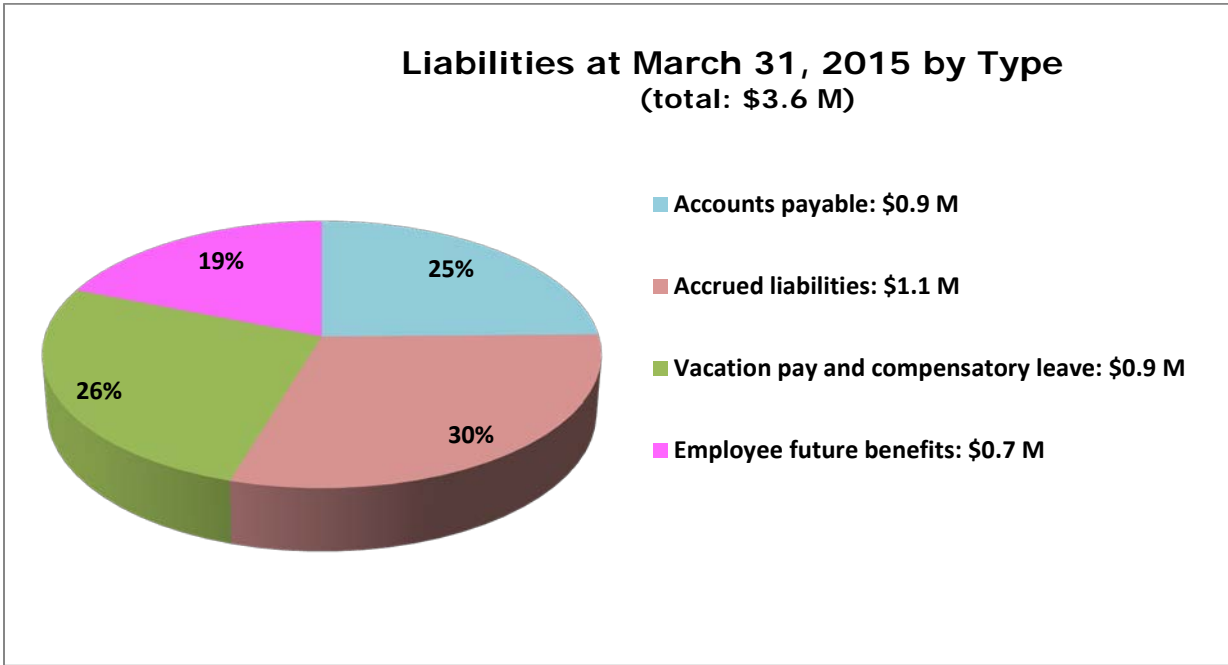
- Salaries have increased by \$419,733 or 2% due to regular salary increases and the staffing of vacant positions;
- Other operating expenses have decreased by \$1,089,680 or 14%. Expenses for 2013-14 were abnormally high due to non-recurrent costs associated with the relocation of the headquarters to Gatineau and the increase in costs to modernize OCOL's IT infrastructure.



**Condensed Statement of Financial Position (audited)**  
**As at March 31, 2015**  
 (dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	3,635,872	3,488,766	147,106
Total net financial assets	1,989,733	1,762,659	227,074
Net debt	1,646,139	1,726,107	(79,968)
Total non-financial assets	2,531,838	2,308,552	223,286
Net financial position	885,699	582,445	303,254

OCOL’s net financial position improved by \$303,254 in 2014-15, mainly due to an increase in tangible capital assets, in order to complete the relocation of its headquarters to Gatineau and acquire machinery and equipment, and in prepaid expenses.



## **Financial Statements**

Audited financial statements are available on OCOL's website.<sup>v</sup>

## **Supplementary Information Tables**

The supplementary information tables listed in the 2014-15 DPR are available on OCOL's website.<sup>vi</sup>

- User Fees
- Departmental Sustainable Development Strategy

## **Tax Expenditures and Evaluations**

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations<sup>vii</sup> publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

## Section IV: Organizational Contact Information

For further information, visit OCOL's website<sup>viii</sup> or contact one of the following offices:

### HEAD OFFICE

30 Victoria Street  
6th Floor  
Gatineau, Quebec  
K1A 0T8

Tel.: 819-420-4877 or  
1-877-996-6368  
TTY: 1-800-880-1990  
Fax: 819-420-4873  
E-mail: [information@clo-ocol.gc.ca](mailto:information@clo-ocol.gc.ca)

### REGIONAL OFFICES

[www.twitter.com/OCOLCanada](http://www.twitter.com/OCOLCanada)  
[www.facebook.com/officiallanguages](http://www.facebook.com/officiallanguages)

#### Atlantic Region

Moncton  
Tel.: 506-851-7047 or  
1-800-561-7109  
Fax: 506-851-7046

#### Manitoba and Saskatchewan Region

Winnipeg  
Tel.: 204-983-2111 or  
1-800-665-8731  
Fax: 204-983-7801

#### Quebec Region

Montréal  
Tel.: 514-283-4996 or  
1-800-363-0628  
Fax: 514-283-6677

#### Regina

Tel.: 306-780-7866 or  
1-800-665-8731  
Fax: 306-780-7896

#### Ontario Region

Toronto  
Tel.: 416-973-1903 or  
1-800-387-0635  
Fax: 416-973-1906

#### Alberta, British Columbia, Northwest Territories, Yukon and Nunavut Region

Edmonton  
Tel.: 780-495-3111 or  
1-800-661-3642  
Fax: 780-495-4094

#### Sudbury

Tel.: 705-671-4101 or  
1-888-272-3704  
Fax: 705-671-4100

#### Vancouver

Tel.: 1-800-661-3642





## Appendix: Definitions

**appropriation** (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures** (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Departmental Performance Report** (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

**full-time equivalent** (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**Government of Canada outcomes** (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

**Management, Resources and Results Structure** (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures** (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

**performance indicator** (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending** (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

**plan** (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priorities** (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program** (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture** (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**Report on Plans and Priorities** (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

**result** (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures** (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome** (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program** (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made

whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target** (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures** (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

**whole-of-government framework** (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.



## Endnotes

---

<sup>i</sup> <http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-13.html#h-19>

<sup>ii</sup> <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>

<sup>iii</sup> *Public Accounts of Canada 2015*, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

<sup>iv</sup> Public Works and Government Services Canada website, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>

<sup>v</sup> [http://www.ocol-clo.gc.ca/en/transparence\\_transparency/2011-2012/financial-statements-2011-2012](http://www.ocol-clo.gc.ca/en/transparence_transparency/2011-2012/financial-statements-2011-2012)

<sup>vi</sup> [http://www.ocol-clo.gc.ca/en/transparence\\_transparency/2011-2012/financial-statements-2011-2012](http://www.ocol-clo.gc.ca/en/transparence_transparency/2011-2012/financial-statements-2011-2012)

<sup>vii</sup> Government of Canada Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>

<sup>viii</sup> <http://www.ocol-clo.gc.ca/>