

Recommendations	Management Response / Proposed Measures	Deadline	Responsible
LII Conception and Implementation			
<p>Recommendation 3- That the LII increase its visibility with key players in the language industry by effectively communicating its mandate, objectives, strategic positioning, activities and expected outcomes in order to increase understanding of the overall cohesion of its activities and its strategic positioning. (Strongly recommended)</p>	<p><u>Agreed</u></p> <p>Since the beginning of the Language Industry Initiative, Industry Canada’s team put into place a plan to support the industry and to increase its visibility. We established a framework and provided the thrust for several projects in consultation with the industry. Our mandate and our objectives were well-expressed and made public in our publications, our Website and during presentations made to our partners. We also proactively approached certain partners, such as Canada Economic Development, <i>la Fédération des communautés francophones et acadiennes</i>, <i>le RDÉE</i> and other associations to assist with the promotion of our contribution program for firms and to ensure national participation.</p> <p>In 2006-07, we will keep our partners well informed about our projects and we will approach other industries to demonstrate the importance of the language industry, especially as an enabler for trade.</p>	<p>Spring 2007</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 4- That the LII document more clearly the importance it lends to developing official language minority communities, particularly language industry businesses originating in these communities. (Strongly recommended)</p>	<p><u>Agreed</u></p> <p>We participated in consultations held with these communities organized by the Secretariat for Official Languages at Heritage Canada and by Industry Canada. The challenge is great, as there are few language firms situated in these communities. Because most of the organizations are not-for-profit, they cannot access our contribution program which is destined to private firms. However, we see youth from these communities as being an important element of a solution to the shortage of workers in the language industry and we will increase efforts in 2006-07 in order to reach them.</p> <p>In 2005-06, we undertook several activities at career fairs, with ACOA and the translation industry in New Brunswick, and with the Canadian French Language Education Association. The goal of these activities was to provide career information to students, parents and guidance counselors.</p> <p>In 2006-07, we will pursue our efforts to promote language careers at public events, such as career fairs across the country, as well as approaching <i>l’Association de la jeunesse canadienne-française</i>, <i>le RDÉE</i>, and the Vancouver Organizing Committee in view of the 2010 Olympics. Furthermore, we will work with the regional co-ordinators and the regional consultants of Section 41 group to communicate information on the LII and to target firms in official minority language communities that are eligible to the LIP.</p>	<p>Fall 2006</p> <p>Spring 2007</p>	<p>Director, Service Industries Team</p>

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<p>Recommendation 5- That the LII take action to better document the strategy regarding development of foreign markets for the Canadian language industry (government trade priorities, etc.), as well as basic information (background, indicators, etc.) for each target market. (Strongly recommended)</p>	<p><u>Agreed</u></p> <p>Since the beginning of the initiative in 2003, the responsible team has made efforts to position this new file vis-à-vis another service industry, that of education and training. We participate in an interdepartmental committee chaired by Foreign Affairs and International Trade Canada (FAITC) and we cooperate on different marketing and branding activities in Canada and abroad. The language training sector and the private and public language schools target other countries to recruit foreign students wanting to study English or French as a second language. We raised the issue of priority markets with the Language Industry Association (AILIA). The industry expressed an interest in the China, Brazil, Chile and Korean markets for language training and for Brazil and Chile for language technologies that support the teaching of languages.</p> <p>Since 2003, the main elements of our market development strategy were: participation in Team Canada missions to countries that were priorities for the Government (China, Brazil, Chile), liaison with local language industry partners in cooperation with our Embassies, the preparation of eight market studies on the three industry sectors, in addition to the organization of a first language mission. All of these steps, including mission reports, were placed in a country file on the Service Industries Branch's shared drive and were shared with the industry.</p> <p>In 2006-07, we will produce a document that will describe our strategy in greater detail and will take into account lessons learned. In addition, we will continue to work with AILIA and the Language Technologies Research Centre (LTRC) to establish possible synergies.</p>	<p>March 2007</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 6- That the LII identify an effective way to better monitor use of financial contributions paid to LIP beneficiaries. (Minor)</p>	<p><u>Disagreed</u></p> <p>The team who manages the LIP already works very closely with all the language firms who request funding under the program. The team offers advice on the preparation of proposals, requesting additional information for clarification purposes, reviews the contribution agreement upon signature and visits clients in the regions. There is an external advisory committee made up of industry specialists who also analyze the proposals received. In addition, the team refers to previous applications to verify results achieved before approving a new request coming from a previous client and meticulously checks claims that are submitted. We are thus confident that the systems that are in place to monitor LIP contributions are adequate. We consider that the effort being made to effectively manage these agreements is sufficient.</p> <p>We will however devote time to complete a more thorough analysis of final reports to extract results achieved.</p>	<p>March 2007</p>	<p>Director, Service Industries Team</p>

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<p>Recommendation 7- That the LII increase the level of detail in its annual reports so that outcomes, challenges, strategic priorities and other aspects are clearer. (Strongly recommended)</p>	<p>Agreed For the 2003-04, 2004-05 and 2005-06 fiscal years, we produced a summary of our key results for the Advisory Committee whose members met in September 2004, April 2005 and February 2006. Furthermore, we provide input into an annual report prepared by Section 41 of IC, as well as providing contributions to numerous documents requested by the Branch, Industry Sector and the Department related to results-based management. The next annual reports will be more complete and will reflect this recommendation.</p>	<p>Annually</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 8- That the LII encourage AILIA to develop a clearer definition of its positioning and the benefits it provides for its members and to communicate that definition appropriately. (Strongly recommended)</p>	<p>Agreed The Association continues to build on work accomplished since it was created in 2003. The Board of Directors held a two-day retreat in January 2006 in order to identify six new strategic objectives, one of these being the need to demonstrate to members the value-added of the Association. Another strategic meeting took place in October 2006. Furthermore, included in the last contribution agreement with Industry Canada, the Association plans several networking activities to communicate its value-added to its members. It should also be noted that, while AILIA identified self-sufficiency as a strategic objective by March 2008, other similar organizations' experiences tend to demonstrate that financial independence for AILIA might not be achieved in the short term. During the next two years, we will explore with AILIA how it can ensure its sustainability.</p>	<p>Fall 2006 (AILIA AGM)</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 9- That the LII gradually increase representation of the private sector and language industry experts on the steering committee and subsequently ensure that this committee meets expectations previously set. (Minor)</p>	<p>Agreed Based on the experience of the last three years, this committee has shown to be much more of a consultative committee rather than a steering one. There has been an evolution in the composition of the committee which includes representatives of several different departments with whom we interact on the language file, such as International Trade, Canadian Heritage, the Canadian School of the Public Service. There are also participants from official minority language communities (FCFA et RDÉE), from AILIA and the LTRC, as well as firms from the three language industry sectors. In 2006-07, we believe that it is opportune to review the roles, objectives and responsibilities of the committee and its members to reflect this consultative aspect. The committee will play a useful role in the planning of the next phase of the initiative.</p>	<p>Fall 2006 Fall 2007 Winter 2008</p>	<p>Director, Service Industries Team</p>

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<p>Recommendation 10- That the LII take the necessary measures to improve the LIP in accordance with suggestions made during the two recent consultation processes, including achieving a more balanced rate of participation by businesses in the different sectors. (Critical)</p>	<p><u>Agreed</u></p> <p>We held consultations in June 2005 which were very useful, not only to gather comments from firms in translation and technology, but also to sensitize those firms who were not familiar with the program. Since that time, we have received a greater number of requests coming from these two sectors. If the number of language schools has so far dominated the list of LIP clients, it is mostly due to the fact that the language training sector is already very familiar with the international market scene, pursues activities that are covered by LIP and have benefitted from information disseminated by the various language training associations, such as the Canada Language Council, the Canadian Association of Private Language Schools and the Canadian Education Centre Network, as well as through AILIA. We recognize that having only one program to respond to the three language sectors, each one having quite different needs, is a challenge. Several suggestions and recommendations made to improve LIP will require discussion with a central agency to modify the terms and conditions of the program. Seeing that the program is already at mid-point, we do not think that it is realistic to return to a central agency at this time and do not foresee it being done prior to 2008. Other comments require a concerted action among departments and we will continue to work with AILIA on certain issues such as government procurement, standing offers etc. We will undertake measures with associations and translation and language technology firms to increase their share of LIP.</p>	<p>On-going outreach with partners</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 11- That together with key industry players, the LII identify and define partnerships that are considered important for the development of the language industry. (Minor)</p>	<p><u>Agreed</u></p> <p>We commit to pursuing the dialogue with the different industry players in order to solidify horizontal linkages and to counter the fragmentation of the industry. We will continue to support AILIA and the LTRC in their efforts to promote the three industry sectors and to encourage government partners, such as the Translation Bureau (which represents an important partner for the LTRC) and the Canadian School of the Public Service (Asticou) so that they adopt new practices and language technologies that are conducive to working with the private sector.</p> <p>Furthermore, because language is an enabler for trade, efforts will be made to sensitize other sectors to the importance of language services. We will identify sectors that are important to the industry in cooperation with industry players.</p>	<p>At Advisory Committee meetings (Fall 2006, Fall 2007 and Winter 2008)</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 12- That the LII work with its partners, the NRC and the Translation Bureau, to find a long-term solution to the challenges experienced by the LTRC. (Critical)</p>	<p><u>Agreed</u></p> <p>In 2005-06, IC signed an MOU with the NRC in order provide a total of \$450,000 to the LTRC's operations and projects, including the preparation of information products, the translation and dissemination of the language technology roadmap and other communications activities. As part of our planning for 2006-07, we plan to provide support for the management of the language industry portal and to pursue efforts to increase the visibility of the Centre in Canada and abroad.</p> <p>A meeting between the Secretariat for Official Languages, the NRC and IC will take place to discuss issues concerning the Centre's financing and governance structure.</p>	<p>Winter 2007</p>	<p>Director, Service Industries Team</p>

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LII Progress and Results			
<p>Recommendation 13- That the LII update its RMAF to include current outcomes and performance indicators and ensure that it has a performance management system that functions properly. (Critical)</p>	<p><u>Agreed</u> Having completed the formative evaluation, we commit ourselves to updating the RMAF during the 2006-2007 fiscal year.</p>	<p>Winter 2007</p>	<p>Director, Service Industries Team</p>
<p>Recommendation 14- That, in updating its performance management system, the LII establish performance indicators that make it possible to measure the rate of increase in access to national and international markets and the level of awareness of the LIP on the part of representatives of official language minority communities. (Strongly recommended)</p>	<p><u>Agreed</u> The updating of the RMAF and results will allow for the identification of appropriate indicators. The pertinence of those suggested here will then be studied. We will continue to develop our networks across the country and abroad (via our Embassies) in order to promote the industry. The number of information requests on our program coming from Canadian firms and Embassies increased in 2005-06 and we will use this as a base on which to target our marketing efforts in 2006-07, including minority official language communities.</p>	<p>March 2007</p>	<p>Senior Economist Industry Development Officer</p>