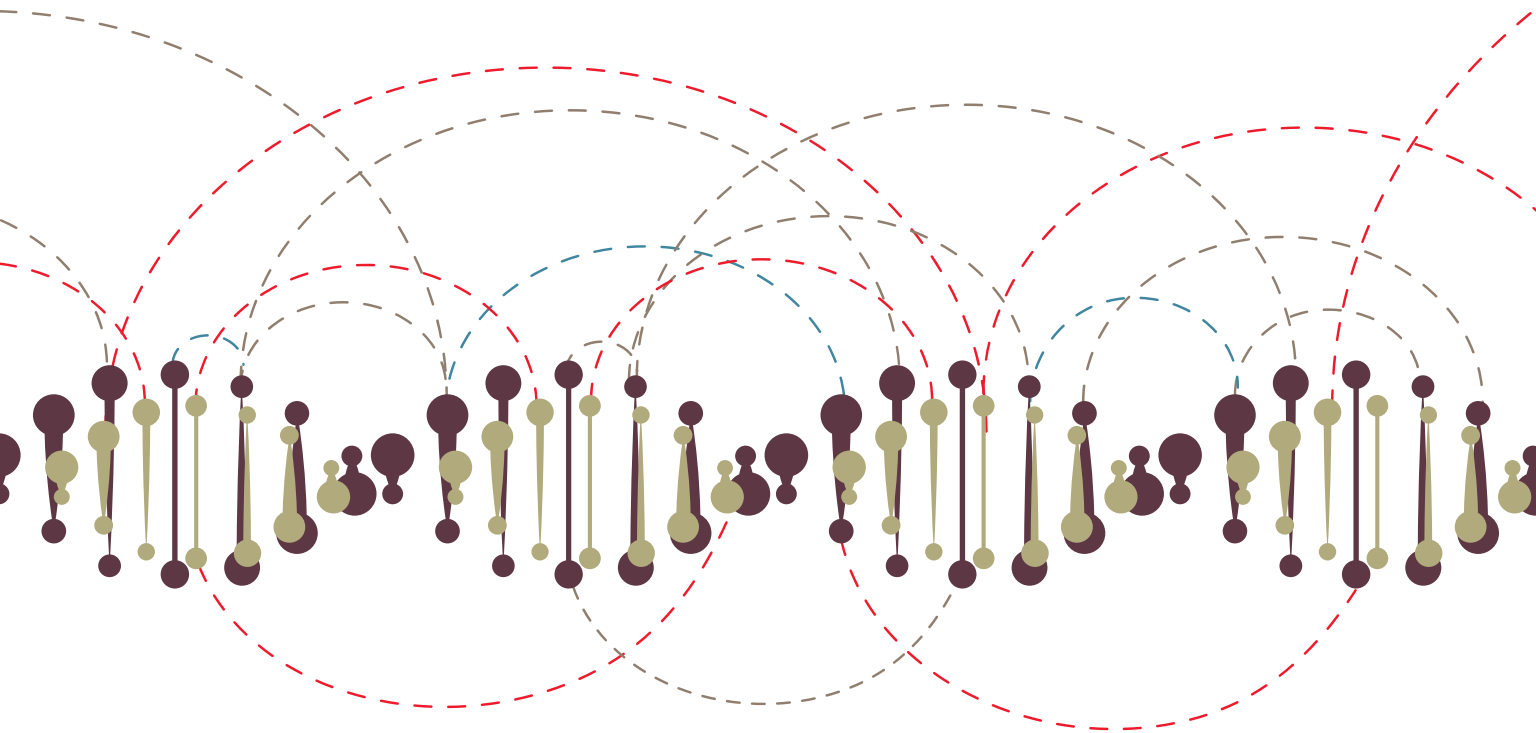


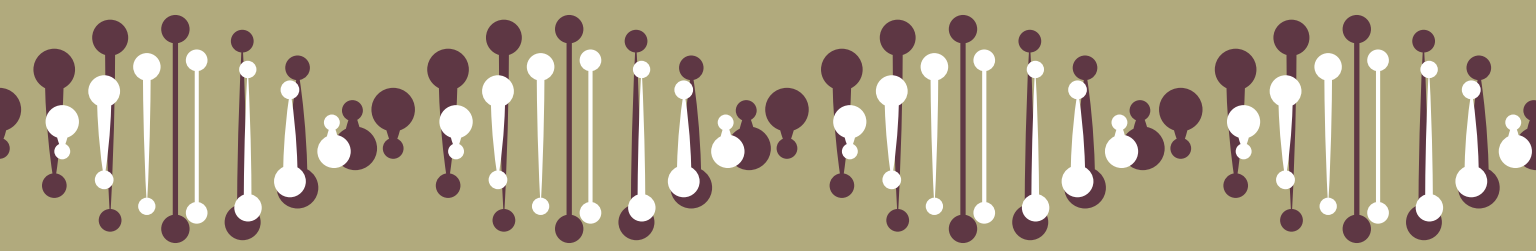
# ANNUAL REPORT 08/09



**RDEE**  
Canada

*The national Francophone  
economic development network*

Canada



This annual report is made of 50% recycled fibres and contains up to 15% post-consumer material. Its process contributes to the protection of the environment.

# AT RDÉE CANADA, INGENUITY IS IN OUR DNA

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# INNOVATIVE PROJECTS

## WORD FROM THE CHAIR

For our Canada-wide Network as a whole, 2008-2009 was a very important year. Numerous projects and partnerships were developed throughout the year.

Over the course of the year, new members joined the board of directors for RDÉE Canada, the national Francophone economic development network. With these appointments, the Board now has a dozen directors, all business people, as well as three observers, in this case the chairs of boards of directors from member organizations. This board of directors is representative of all the Francophone regions in our country, and will blend individual expertise and knowledge to make RDÉE Canada an exemplary organization in its field.

This year, I had the pleasure and privilege of meeting with the boards of our Network's member partners. I felt it is essential that we create links, not only with our immediate partners and employees, but also with the boards, which often remain in the background. These meetings were an opportunity for me to discuss our respective roles and responsibilities, and to strengthening the solidarity we have throughout the Network.

In February, RDÉE Canada organized two important events: the official launch of the 5<sup>th</sup> edition of the *Lauriers de la PME*, a nation-wide competition for Francophone businesses outside Quebec, in addition to signing a memorandum of understanding with the Canadian Tourism Commission. We had special guests attend both these events. In addition to our entire Network and a large number of our partners, French Ambassador to Canada Mr. François Delattre attended, along with the Honourable Diane Ablonczy, Minister of State (Small Businesses and Tourism) as well as the Commissioner of Official Languages, Mr. Graham Fraser.

As part of the 2010 Winter Olympic Games in Vancouver, RDÉE Canada has opened discussions with various federal departments as well as VANOC to establish a Francophone business centre to promote Francophone and Acadian communities among foreign investors. The objective here is to invite Network representatives to promote their regions and create connections among our members, our communities and foreign business people.

As part of its new planning, in addition to pursuing the development and growth of existing Francophone and Acadian communities, RDÉE Canada is looking to strengthen ties between economic communities and international business by making it easier for the business communities and SMEs in Francophone and Acadian communities to establish relations and trade abroad, while adopting an approach by which we can gain a more thorough understanding of the successes and challenges of the international Francophonie in terms of economic development.

RDÉE Canada has also adopted a 2008-2013 Economic Immigration Strategy to further optimize the actions and results of the Network's organizations. We want to make it easier for foreign-trained immigrants

to enter the country, based on labour market needs, and facilitate support in the creation of micro businesses in some of Canada's Francophone and Acadian communities. This annual report will provide an update on what has been accomplished in the last year in our international files and on economic immigration.

All the work over the last year was masterfully handled by the Network as a whole and in particular by its 130 employees. RDÉE Canada's exceptional team has also contributed in supporting the efforts of our member organizations. As part of its responsibilities, the RDÉE Canada team paid particular attention to the Network's new strategic planning and its implementation. I want to thank everyone involved for their excellent work.

As this year comes to a close, I want to thank my fellow directors as well as the federal members sitting on the National Committee of Economic Development and Employability. Special thanks go to Human Resources and Skills Development Canada for the Enabling Fund allocated to us. Working together, we will reach greater height and promote the economic development of Canada's Francophone and Acadian communities.

It is a time to celebrate all our successes as we report on all the Network's magnificent accomplishments in 2008-2009.



Gilles Croze  
Chair, RDÉE Canada



# ECONOMIC DEVELOPMENT

## WORD FROM THE DIRECTOR GENERAL

No one can deny the importance of business and job creation in the development of Francophone and Acadian communities as well as in the Canadian economy. We cannot build or maintain schools, community centres or health centres, to foster the growth and development of our communities when Francophones are leaving them in ever-growing numbers due to a lack of jobs or economic prospects. On the other hand, the viability of communities depends in large part on growing their population, which generates economic growth. Therefore, economic development is the cornerstone not only for the growth and development of these communities, but also for their valuable contribution to the development of Canadian society as a whole. That is why the entire community sees the undeniable importance of having a powerful economic force to power its vitality.

Within this context we must understand the RDÉE Canada's mission is to be an essential driving force behind the growth and development of the Canadian economy. Many times RDÉE Canada and provincial and territorial RDÉEs have consulted Francophone and Acadian communities, conducted group discussions and undertaken searches and analyses to determine the objectives of community economic development and the guiding principles that must underpin any planning.

In 2004, RDÉE Canada faced a great deal of uncertainty regarding its mandate and long-term funding. Working with the Government of Canada and in partnership with Human Resources and Skills Development Canada (HRSDC), RDÉE Canada developed a draft for a new economic development policy for Francophone and Acadian communities; many tenets were adopted by the government when it eventually adopted its new policy in the winter of 2005. During the process that led to the development of this policy, RDÉE Canada, in a large-scale consultation conducted jointly with the department, determined the effects sought through the implementation of a viable community economic development policy and the guiding economic development principles required to orient choices and action in this area.


This joint community/government economic development policy targets several effects and benefits. At the individual level, it seeks to create jobs in Francophone communities, to encourage entrepreneurship among Francophones, especially young people, to reduce the exodus of young people from rural Francophone zones to anglicizing urban communities by promoting the return of these young people; to increase the ability to attract and integrate new Francophone arrivals by creating jobs for them and supporting them in creating new businesses; to contribute in the significant penetration into international markets and niches by Francophone and Acadian businesses and to create wealth for investors, employees, their families and their communities. At the group level, the aim of this policy is to generate skilled, attractive and competitive human resources; to progressively develop the abilities of individuals and communities to take charge and assume responsibility for their economic development; to strengthen socio-economic ties among the multiple Francophone and

Acadian regions and isolated areas across the country to create a Canada-wide economic identity that can participate on an equal footing with the main players in the Canadian economy (Canada-wide Francophone Economic Space) and bring the peripheral and/or Anglophone communities to see the Francophone and Acadian communities in a positive and beneficial light, to see the successes taking place in these communities and to want to become a part of it.

In order to do so, certain conditions must be met in completing the joint community/government economic development policy, an essential policy in fulfilling our mission. Among other things, we need to maintain and strengthen the RDÉE Network and its umbrella organization, RDÉE Canada, in order to ensure the implementation and continual updating of the community economic development initiative. We must also ensure stable, adequate, long-term funding, including operational funding, for the RDÉE at the national and at the provincial/territorial level. Lastly, we need to focus the economic development initiative on the principle that economic development is essential to the vitality of Francophone and Acadian communities and that adequate and sufficient support must underpin all its facets.

Francophones want any positive effects in the minority community to be seen by the majority as a winning situation for everyone. Therefore, if Francophone communities have a positive impact in the majority community, there is growth and development for Francophone and bilingual businesses, but also growth and development in the Francophone community and positive benefits for national unity. Our long-term aim is the active acceptance of our communities by the majority community.

In closing, I want to thank Chair Gilles Croze and all the members of the RDÉE Canada board of directors. Their involvement helped greatly in my work and that of my team. I also want to acknowledge the support of my colleagues from the Network of provincial and territorial RDÉEs. Their contribution to the development of the communities has been unequivocal.



Roger Lavoie  
*Director General, RDÉE Canada*



VALUES



# ECONOMIC RESPONSIBILITY

## VISION

Francophone and Acadian communities are leaders and an essential driving force behind the Canadian economy.

## MISSION

RDÉE Canada, architect of Francophone and Acadian community economic development, actively contributes to Canadian economic growth.

## MANDATE

Influences government policies, programs and services so that they more effectively meet the economic development and employability needs of the Francophone and Acadian communities; contributes to Francophone and Acadian community economic development and employability.

**Innovation  
Creativity**  
Encouraging and valuing new ways of thinking and doing.

**Quality  
Expertise**  
Promoting and encouraging professional excellence.

**Co-operation  
Commitment**  
Investing in the development and joint implementation of goals.

**Responsibility  
Accountability**  
Accepting our actions and their consequences.

**EXPERIENCED  
EXPERTS**

## WHO ARE WE?

Since it was created in 1997, RDÉE Canada, the only national Francophone economic development network servicing Canada's Francophone and Acadian communities, has been optimizing the economic potential of these communities through twelve provincial and territorial organizations encompassing more than one hundred economic development specialists.

RDÉE Canada is governed by a board of directors composed of twelve directors and three observers, all entrepreneurs or business persons. Board members represent all regions of the country: West, Centre, East and North.

Since 2004, as part of its community economic development strategy (CED), RDÉE Canada taken care of planning and responding in two fields of action: economic development and human resources development. The national Network offers various services to communities and business people in order to create businesses, economic development projects and sustainable jobs.

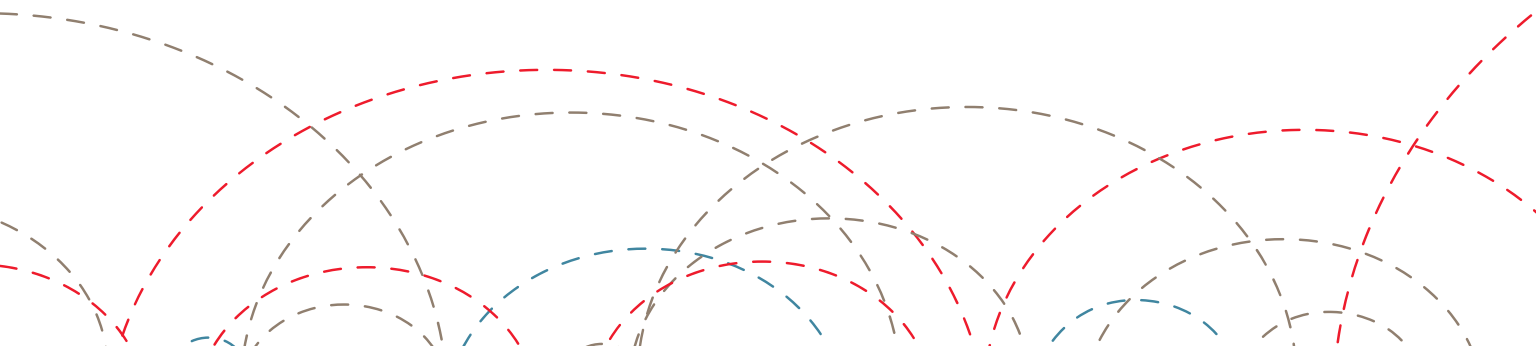
The aim of the CED strategy is to support existing businesses and start-ups, industries and economic sectors. Its objective is also to promote employ-

ability and strengthen community capacities. This strategy provides various services to businesses and communities in the areas of consulting, search for financing, economic planning and skills acquisition, just to name a few.

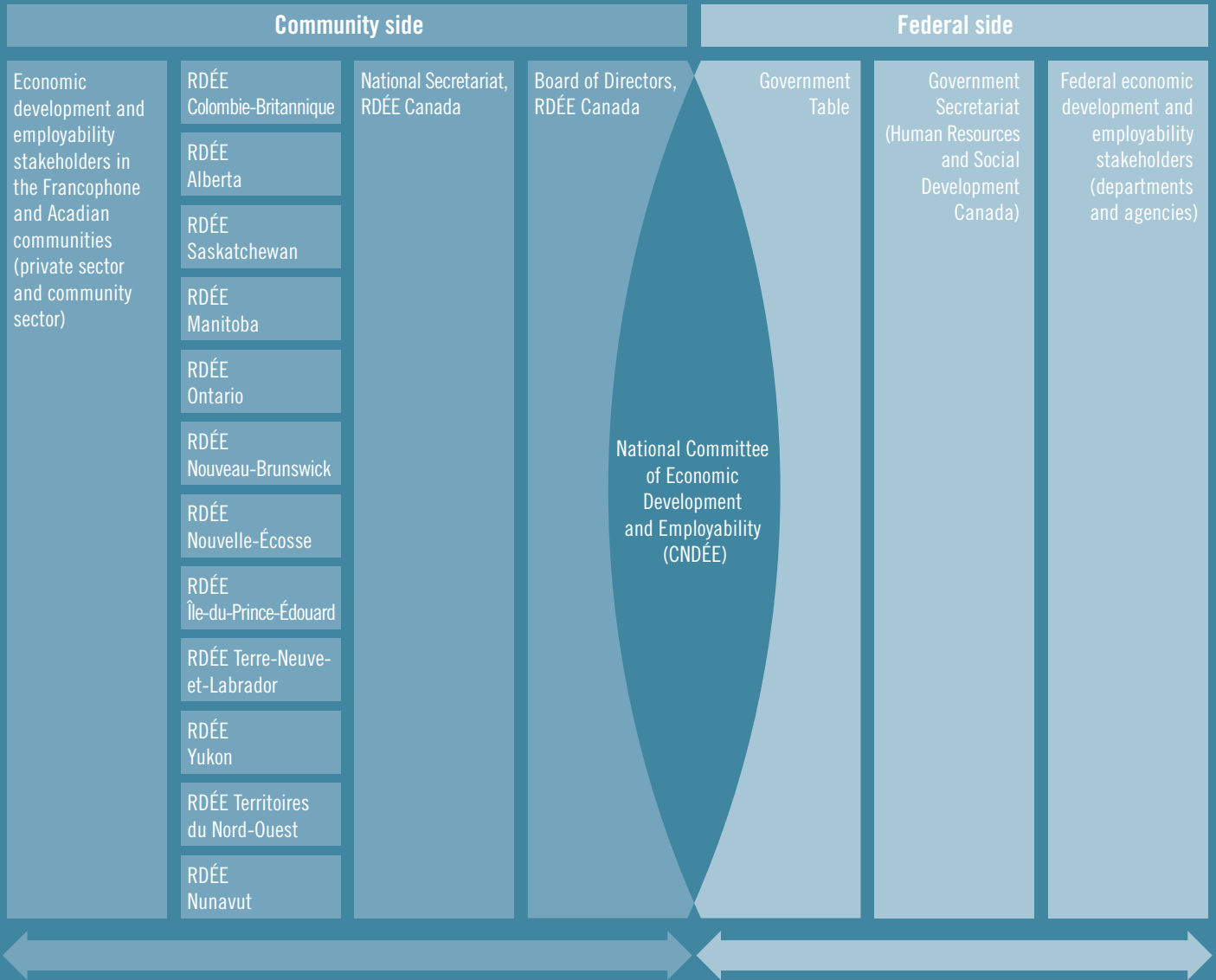
RDÉE Canada is also involved in economic immigration, one solution for resolving the labour shortage and succession problems that businesses have, while increasing the number of Francophones living outside Quebec.

In addition to being a leader in the areas of employability development and entrepreneurship, the RDÉE Canada national office offers its provincial and territorial members a vast array of support and intervention services, including strategic activities for co-operation, communication, research and analysis, professional excellence, financing and strategic alliances.

Over the last twelve years, our national Francophone economic development network has created close partnerships with various federal, provincial and territorial departments, community organizations and the private sector.



## NETWORK OVERVIEW



## NATIONAL COMMITTEE OF ECONOMIC DEVELOPMENT AND EMPLOYABILITY (CNDÉE)

The National Committee of Economic Development and Employability (CNDÉE) is an instrument for bringing the Francophone and Acadian communities and the Government of Canada closer together. Its objective is to foster the economic development of Canada's Francophonie.

Within this national committee, RDÉE Canada exercises its special role as liaison with the federal government in matters relating to economic development and employability for Francophone minority communities across Canada. It advises the government on adapting policies, programs and services to better meet the economic development needs of those communities.

Over the last year, CNDÉE has put in place three work groups. The first group will focus on governance, the second on performance indicators and the third on economic immigration. These groups will be represented by members of the community and by federal members.

- **Gilles Croze**, Co-Chair, CNDÉE, community side
- **Michel C. Carron**, Co-Chair, CNDÉE, federal side

## COMMUNITY SIDE

### RDÉE CANADA BOARD OF DIRECTORS

#### EXECUTIVE COMMITTEE

- **Gilles Croze**, Co-Chair, CNDÉE
- **Louise Durand**, Vice-Chair – Île-des-Chênes, Manitoba
- **Simon Proulx**, Treasurer – Ottawa, Ontario
- **Roger Lavoie**, Director General, RDÉE Canada

#### DIRECTOR

- **Jean-Paul Deveau**, Director – Dartmouth, Nova Scotia
- **Bernard Savoie**, Director – Chemin Caissie, New Brunswick
- **Adrienne Godbout**, Director – Grande Digue, New Brunswick
- **Pierre Bélanger**, Director – Earlton, Ontario
- **Collin Bourgeois**, Director – Sturgeon Falls, Ontario
- **Pascale Harster**, Director – Dundas, Ontario
- **Marc S. Tremblay**, Director – Calgary, Alberta
- **Aminata Maiga**, Director – Yellowknife, Northwest Territories

#### OBSERVER

- **Armand Agabab**, Observer, Chair of RDÉE NL – St. John's, Newfoundland and Labrador
- **Jacques Kenny**, Observer, Chair of RDÉE Ontario – LaSalle, Ontario
- **Jason Nystrom**, Observer, Chair of the RDÉE Saskatchewan – Regina, Saskatchewan

## FEDERAL SIDE

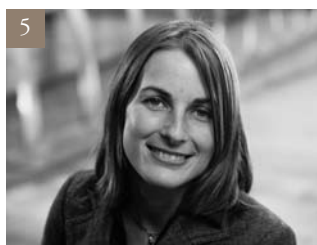
### DEPARTMENTS AND AGENCIES REPRESENTED ON THE FEDERAL SIDE OF THE CNDÉE

- Atlantic Canada Opportunities Agency, Kurt Inder, Ghislaine Savoie
- Indian and Northern Affairs Canada, Anne Scotton
- Agriculture and Agri-Food Canada, Brian Murphy
- Western Economic Diversification Canada, Noreen Gallagher, Linda Quan
- Fednor (observer), Grace Hodder
- Industry Canada, Linda Garand
- Heritage Canada, France Caissy, Jérôme Moisan, Jean-Yves Cayen, Hélène Dionne
- Fisheries and Oceans Canada, Élise Lavigne, Myriam Trudeau
- Human Resources and Skills Development Canada, Michel C. Carron, Johanne Bourgeois, Pascal Dubé, David Chaikoff
- Service Canada, Michelle Hamelin, Stéphane Dubord
- Statistics Canada, Réjean Lachapelle, Christine Blaser
- Public Works and Government Services Canada, Julie Paquette



# PASSIONATE TEAM

## RDÉE CANADA TEAM



1  
**Roger Lavoie**  
Director General

*"We must maintain and strengthen our Network in order to ensure the fulfilment of our mission, which is to contribute actively to the growth and development of the Canadian economy."*

2  
**Aubrey Cormier**  
Assistant Executive Director

*"I truly believe that taking charge of economic matters will guarantee a promising demographic and linguistic future for the Francophone and Acadian communities of Canada."*

3  
**Richard Aubry**  
Director of Intergovernmental and International Affairs

*"This year, we developed many new strategic alliances."*

4  
**Maurice Chiasson**  
Director of Sectoral  
Collaboration and Liaison

*"I am pleased with the scope that the Canada-wide Francophone Economic Space has taken on over the last year. What a great initiative!"*

5  
**Nathalie Gélinas**  
Operations  
Coordinator

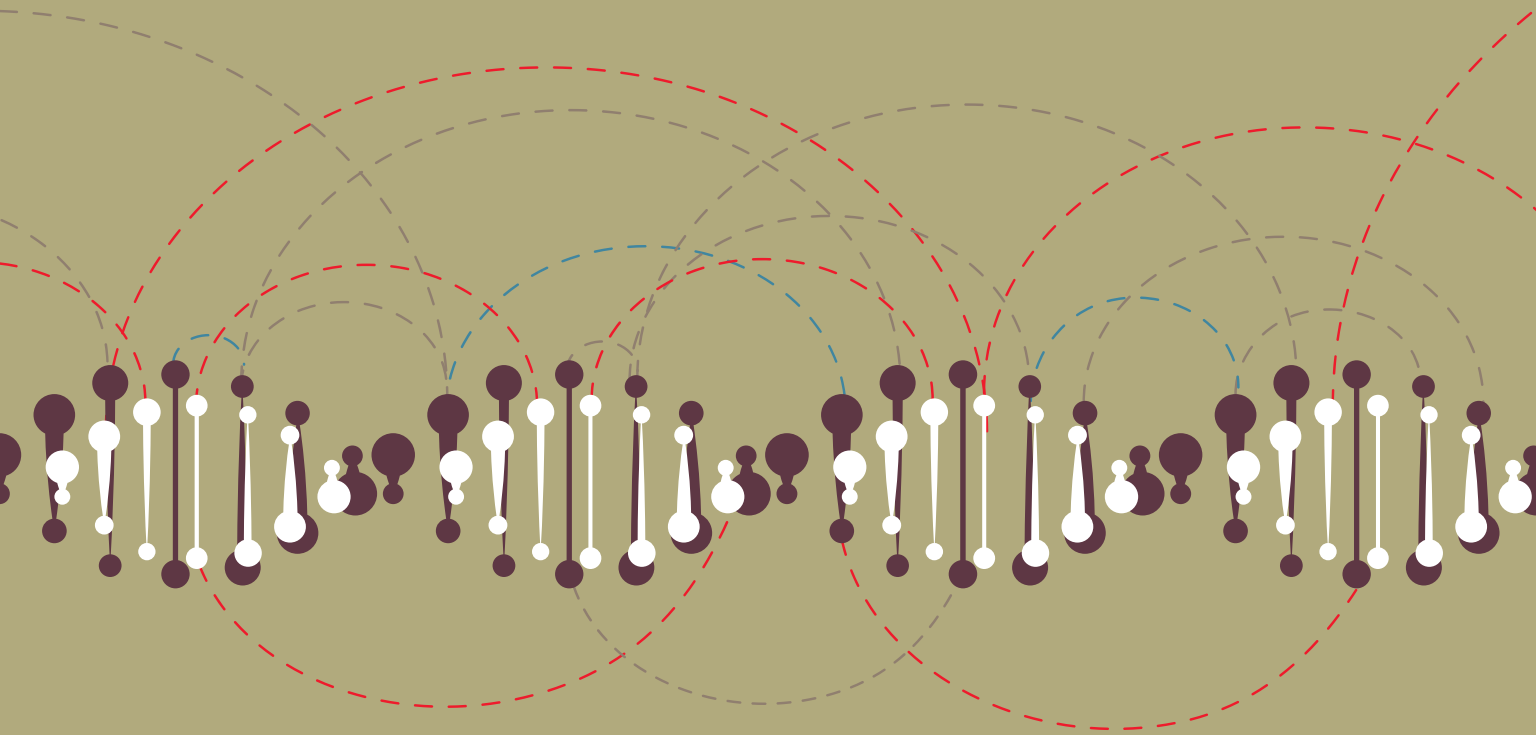
*"Working within this great Network gives me an opportunity to be passionate about what I do!"*

6  
**Karine Silva**  
Chief Coordinator  
of Communications

*"I am proud to be working to enhance the Network's visibility, to create more awareness for it and to make it grow!"*

7  
**Andrée-Anne Lefebvre**  
Communications  
Assistant

*"I am very happy to be working for a Network that brings together Francophones living everywhere across Canada and who have one thing in common: their love of the French language."*



## PROVINCIAL AND TERRITORIAL NETWORK MEMBER ORGANIZATIONS

RDÉE Canada works with provincial and territorial organizations (12 RDÉEs) to support the growth and development of minority Francophone communities. Our Network is involved in four key areas: Tourism; Rural Development; Employability and Youth Entrepreneurship; and the Knowledge-based Economy.

Each Network member is independent and constitutes a work unit. Some Network organizations are active only in employability development while others are also involved in the economic niche.

### **Société de développement économique de la Colombie-Britannique**

RDÉE Colombie-Britannique  
Donald Cyr, Director General  
Tel: 604-732-3534 / Toll free: 1 877 732-3534  
www.sdecb.com

### **Conseil de développement économique de l'Alberta**

RDÉE Alberta  
Frank Saulnier, Chief Executive Officer and RDÉE Manager  
Tel: 780-414-6125 / Toll free: 1 888 414-6123  
www.lecdea.ca

### **Conseil de la Coopération de la Saskatchewan**

RDÉE Saskatchewan  
Robert Therrien, Director General  
Siriki Diabagaté, RDÉE Manager  
Tel: 306-566-6000 / 1 800 670-0879  
www.ccs-sk.ca

### **Conseil de développement économique des municipalités bilingues du Manitoba**

RDÉE Manitoba  
Louis Allain, Director General  
Diane Bruyère, RDÉE Manager  
Tel: 204-925-2320 / Toll free: 1 800 990-2332  
www.cdem.com

### **RDÉE Ontario**

Nicole Sauvé, Director General  
Tel: 613-834-1300  
www.rdee-ont.ca

### **Eastern Region**

Martine Plourde, RDÉE Manager

### **Central South West Region**

Annie Dell, RDÉE Manager

### **Northern Region**

Guy Robichaud, RDÉE Manager

### **Conseil économique du Nouveau-Brunswick**

RDÉE Nouveau-Brunswick  
Anne Hébert, Director General  
Johanne Lévesque, RDÉE Manager  
Tel: 506-764-9876  
www.rdee-nb.com

### **Conseil de développement économique de la Nouvelle-Écosse**

RDÉE Nouvelle-Écosse  
Julie Oliver, Director General  
Yvon Samson, RDÉE Manager  
Tel: 902-424-7230 / Toll free: 1 866 552-3363  
www.cdene.ns.ca

### **La Société de développement de la Baie acadienne**

RDÉE Île-du-Prince-Édouard  
Louise Comeau, Director General  
Francis Thériault, RDÉE Manager  
Tel: 902-854-3439 / Toll free: 1 866 494-3439  
www.rdeei.ca

### **RDÉE Terre-Neuve-et-Labrador**

Pascal Marchand, Director General  
Tel: 709-726-5976  
www.rdeetnl.ca

### **RDÉE Yukon**

Sophie Delaigue, RDÉE Manager  
Tel: 867-668-2663  
www.rdee-yukon.ca

### **Conseil de développement économique des Territoires du Nord-Ouest**

RDÉE Territoires du Nord-Ouest  
Sylvie Francoeur, Director General and RDÉE Manager  
Tel: 867-873-5962 / Toll free: 1 866 849-9139  
www.cdetno.com

### **RDÉE Nunavut**

Daniel Lamoureux, RDÉE Manager  
Tel: 867-979-2801  
www.franco-nunavut.ca

RDÉE Canada invites you to contact the RDÉE in your province or territory to see how the Network can help you.

This Francophone population is ageing and its influence is therefore diminishing. Among these Francophones, nearly one million, who live outside Quebec, have French as their mother tongue. The concentration of Francophones in cities and villages outside Quebec varies. However, every province and territory in Canada has a Francophone population.

(Source: 2006 Census, Citizenship and Immigration Canada)

Of 31 million Canadians, more than 9 million live in French or speak it regularly. Most of them live in Quebec, but approximately 2.5 million francophiles (people who use French as their principal language) live in the other provinces and territories.

A FEW NUMBERS  
ON THE CANADIAN  
FRANCOPHONIE OUTSIDE QUEBEC

RDÉE Canada and its Network are focused on the prosperity of Francophone and Acadian communities (CFAs). We do whatever we can to ensure the continued existence of these communities. Each is unique in their ways of doing things and each faces a different reality from one end of the country to the other, but they share the common reality of living as a minority.

# BACKGROUND ON FRANCOPHONE AND ACADIAN COMMUNITIES

# RESULTS

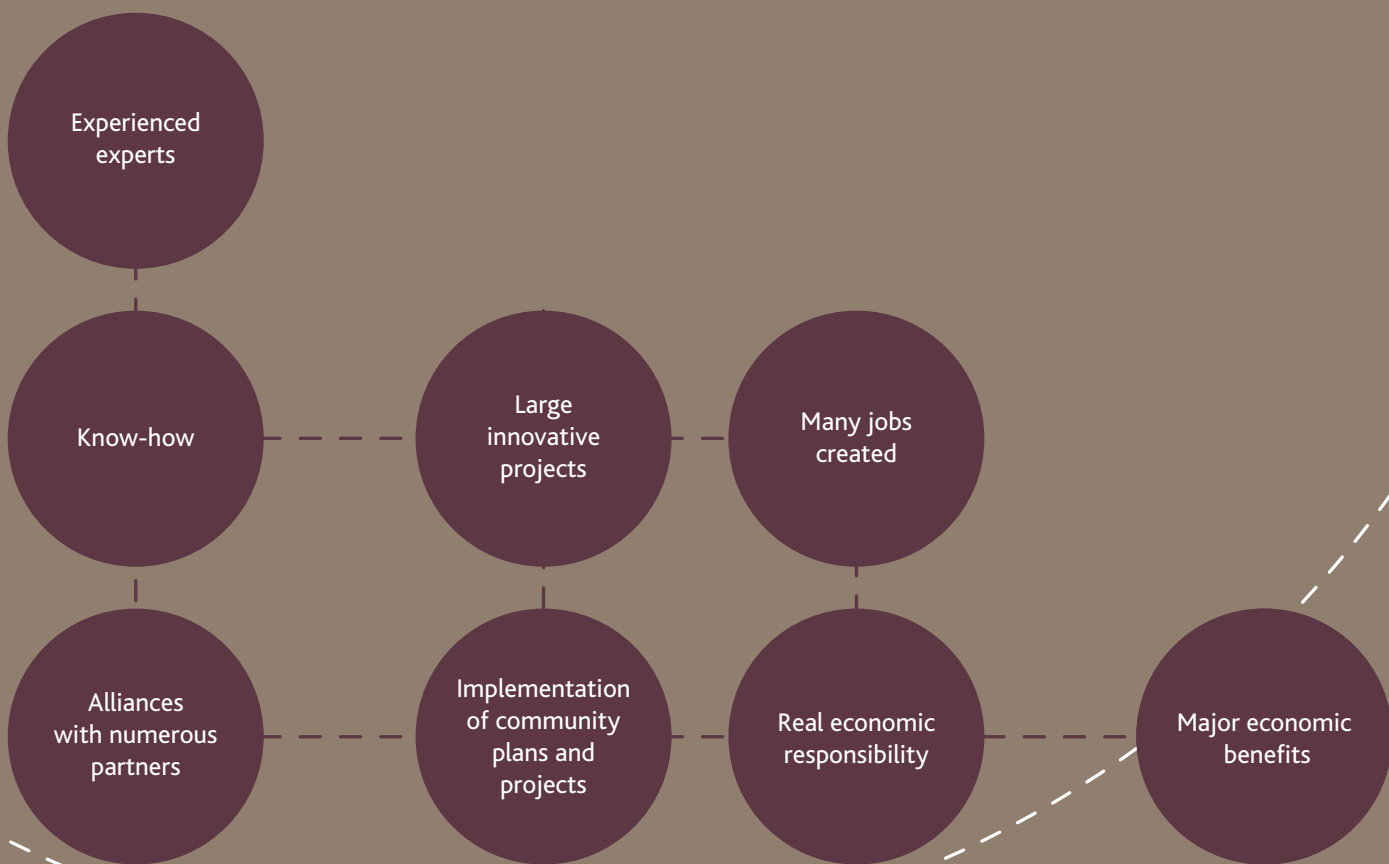
## IMPORTANT FACTS

RDÉE Canada is the only national Francophone economic development network in Canada. And for 12 years now, we get great results!

## RESULTS AND MORE RESULTS!

A summary evaluation of the Network, conducted over five years, revealed that each permanent employee in the provincial and territorial RDÉEs generates an annual average of 24.25 direct jobs that would not have been created without their involvement. Each provincial and territorial RDÉE, on average, collaborates with 104.2 partners. It is also interesting to note that the RDÉEs completed a total of 688 business plans, strategic plans and community plans in one year.

**So you see, efficiency is also a part of our DNA.**



# SERVICES AND SUPPORT

## BUILDING TODAY

RDÉE Canada has adopted strategic planning for the entire nation-wide RDÉE Canada Network. It determines the strategic objectives of the Network following an analysis of its internal and external environment and subsequently gets its development strategies up to date. Furthermore, this planning process includes an operational component that focuses on the support and intervention services that RDÉE Canada will be providing over the next few years.

## RDÉE CANADA CED STRATEGY

Here is the strategic framework that is used as the backdrop for RDÉE Canada's strategic planning as well as the plans for the 12 provincial and territorial RDÉEs.

### THEME 1: PLANNING AND INTERVENTION IN ECONOMIC CAPACITY BUILDING

#### Axis 1: Services and support to start-up and existing companies

- Corporate services that fall under Axis 1 can include the development of business and marketing plans, support for market studies, advice on business management and financial analyses.

#### Axis 2: Services and support to industries and economic sectors

- Services to industries and economic sectors under Axis 2 can include things such as support in adopting a promotional strategy for one sector in particular, in addition to support in bringing together the entrepreneurs and associations that represent them in directions that need to be adopted in terms of research and development or in terms of labour shortages within their sector.

### THEME 2: PLANNING AND INTERVENTION IN HUMAN CAPACITY BUILDING

#### Axis 3: Services and support for employability

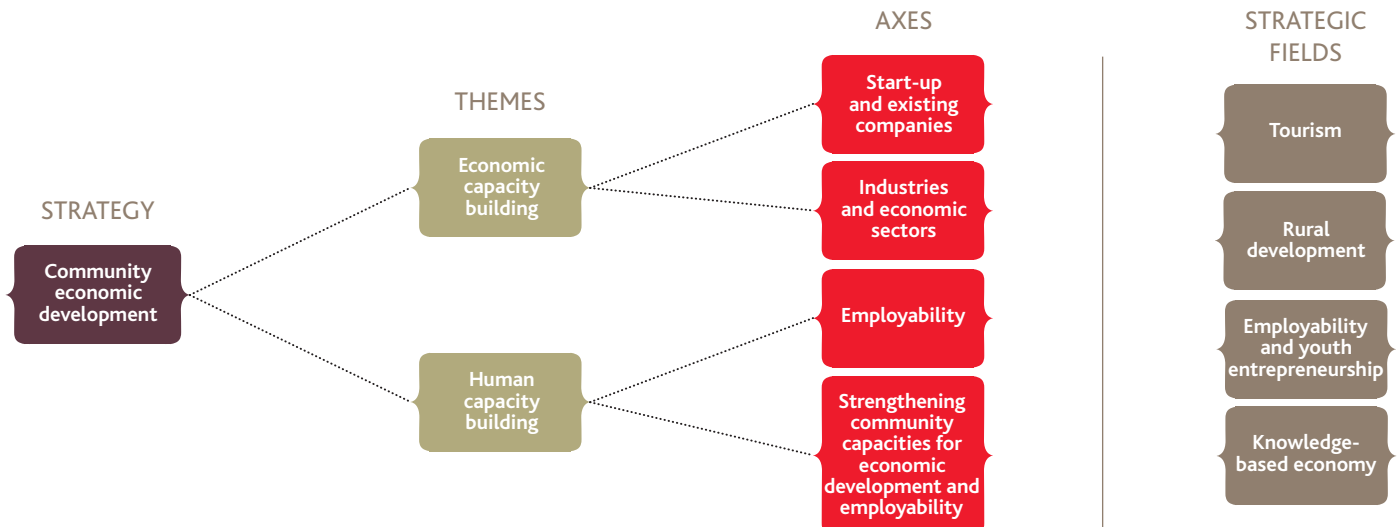
- Services under Axis 3 can include, for example, support in hosting professional development and upgrading sessions for employees in a given economic or industrial sector. Also it included workshops for the acquisition of critical skills or new skills in communities in order to promote re-entry into the labour market following significant changes in traditional industries.

#### Axis 4: Services and support for strengthening community capacities for economic development and employability

- Services under Axis 4 can include, support to enable a community to adopt a development plan including a complete socio-economic profile as well as a vision and mobilizing directions for the future. Services can also come in the form of actions aimed at developing and recognizing leaders within a community.

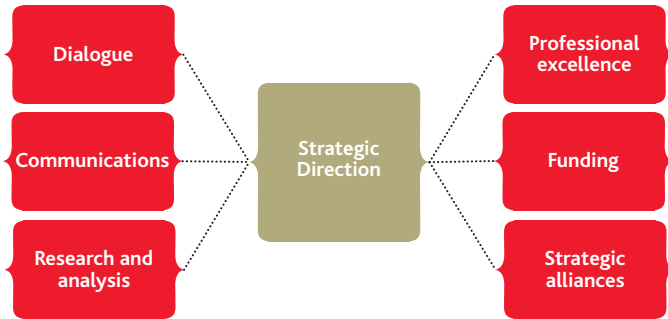
The activities that are included in the four planning and intervention axes can apply in the four strategic intervention fields of RDÉE Canada and its Network: *Tourism, Rural Development, Employability and Youth Entrepreneurship and Knowledge-based Economy.*

In addition to updating these four priority areas, some RDÉEs could opt to implement an additional area that it sees as a particular priority. Some RDÉEs may choose to place more emphasis on one of these priority areas.



## A SUMMARY OF OUR STRATEGIES

Here are RDÉE Canada's six major strategic planning themes as well as the connected initiatives:



## STRATEGY: DIALOGUE

### STRATEGIC DIRECTION:

- RDÉE Canada wants to optimize the potential of the Network's human, financial and material resources.

RDÉE Canada believes that sustaining an ongoing dialogue among its members is a vital component of the Network's success. It is through the National Advisory Tables (NAT), that RDÉE Canada promotes learning and co-operation among member organizations. The Network's six NAT (Representatives and Managers, Communications, Tourism, Rural Development, Youth Employability and Entrepreneurship, and Knowledge-based Economy) generally meet two times per year.

The economic development and employability challenges facing our communities require considerable, concerted effort. RDÉE Canada and the member organizations of its Network to their NAT want to use, create and share best practices and propose harmonized approaches with its partners. RDÉE Canada wants to optimize access to and the use of Government of Canada products and services in order to increase the number of community plans and projects that meet the real needs of CFAs, always with the intention of making it easier to achieve results in

terms of creating businesses and jobs in these communities, as part of a joint management process focused on results.

More specifically, the main goal of the NAT meetings is to examine the issues common to all of the Network's organizations, to share best practices and to enable employees to participate in professional development activities. Over the last year, and since the creation of the NAT in 2001, RDÉE Canada has seen first-hand the synergy among participants and the positive results that these meetings bring to the Network as a whole.

The NAT meetings also enable development officers for Tourism, Rural Development, Youth Employability and Entrepreneurship, and Knowledge-based Economy to hold discussions with Francophone leaders and entrepreneurs within the framework of organized visits and to discover economic development and employability initiatives and projects being implemented in various communities across the nation.

In 2008-2009, the participants from each of the six NAT met twice. A first series of meetings were held in the fall of 2008 in various regions of the country. The NAT for representatives and managers was held in Ottawa; the provincial and territorial communications directors met in St. John's; the Rural Development NAT took place in Yellowknife; the Network's Knowledge-based Economy representatives met in Winnipeg; tourism NAT participants met in Prince Edward Island and Youth NAT representatives held their meeting in St. John's.

In the winter of 2009, all Network managers and officers participating in NATs met in Ottawa. Each table met individually and joint training was offered on various themes. The participants could choose from How to familiarize investors with a community's assets / Funding diversification / Facilitation and mobilization techniques / Project management within a perspective of results-focused management. Given the current economic situation, RDÉE Canada also used the occasion to offer a presentation on the financial crisis and its consequences on the economy.

Furthermore, everyone was able to attend the launch of the 5<sup>th</sup> edition of the *Lauriers de la PME 2009* competition as well as the signing of the memorandum of understanding between RDÉE Canada and the Canadian Tourism Commission (CTC).



Recognition plates handed out to Network employees



The representatives and managers during tailored training on performance measures / data collection, with Ronald Bisson, consultant, Ronald Bisson et associé.e.s

Recognition plaques were also handed out to commemorate the commitment of employees who have worked for the Network for more than five years.

#### FILES / PROJECTS / INITIATIVES:

##### **Representatives and Managers NAT**

An excellent operationalization and validation table, it brings together RDÉE Canada and RDÉE representatives and managers to develop and implement economic development and employability strategies aligned with the work and general directions of the Network's strategic planning for 2008-2013. It remains the place of choice for members who want to find and share tools that help in their work, all with the intent of optimizing the results of economic development actions undertaken by the RDÉE with the communities.

Over the course of the year, the operationalization and validation work focused on issues such as developing 2008-2013 strategic planning, finalizing the Economic Immigration file, the aim of which is to allow RDÉE Canada and its Network to access the necessary resources in order to play a key role in economic immigration; possible areas of cooperation with the Canadian Tourism Commission (CTC), particularly regarding high-definition footage as part of the 2010 Vancouver Olympic Games and the Espace Emploi International Espace Emploi is to make it easier to place foreign-trained Francophone immigrants, based on labour market needs, in jobs that make maximum use of their skills and experience, as well as pilot projects that took place as part of the Canada-wide Francophone Economic Space.

##### **Communication NAT**

The first Communication NAT meeting was an opportunity for members of this table to assess communication needs within the Network and to discuss the communications policy. There was also a discussion on initiatives that might be undertaken to be more proactive in our communication actions to promote the results. In line with this, a media relations workshop was offered. The purpose of the workshop was to strengthen the capacities of the Network's communications personnel to represent, before the media, the public and various target audiences, the organization each represents and/or the projects they are working on.

At the second meeting in Ottawa in February, where the entire Network was there, the communications officers once again discussed several topics, including the advancement of communications in the Network, podcasts—a new technology that we could implement within the Network, the Canada-wide Francophone Economic Space, the Lauriers de la PME as well as international issues. Officers received a day-long training session on *Media Relations* (drafting press releases and media crisis management).

In addition, throughout the year, the communications officers held a monthly teleconference to discuss communications and best practices in addition to discussing other Network issues and projects.

It is interesting to note all the results of these cooperative efforts by the Communications NAT. When we align our actions, the Network as a whole gains visibility. Consequently, we have noticed a clear increase in the visibility of the Network and its member organizations as can be seen in their increased presence in the media.

##### **Tourism NAT**

Over the last few years, members of RDÉE CANADA Tourism NAT have been spearheading two large projects. The first involves the national system for the classification of French services in the tourism industry in the Francophone and Acadian communities of Canada and the other is a collaborative project with the Canadian Tourism Commission (CTC). In 2008-2009, these priority projects progressed significantly.

As for the national system for classifying French services in the tourism industry, several provincial and territorial RDÉEs have initiated or continued the deployment of this national classification system. For some RDÉEs, the implementation of this system can be done by surveying the tourism operators themselves since the numbers are limited, while for other RDÉEs this task cannot be completed without the commitment and support of their department of tourism. On this issue, RDÉE Canada has initiated discussions with the Ministerial Conference on the Canadian Francophonie to intervene with the various provincial and territorial departments of tourism to facilitate the national deployment of the classification system.



*Discussions between representatives and managers*



*Communications NAT officers at their meeting in St. John's in September 2008.*



*All the communications officers, along with François Grenon, public communications consultant and strategist, Sivis Conseils.*

As for collaboration with the CTC, a partnership agreement formalizing the collaboration and mutual strengthening between our two national organizations was signed last February as part of the international promotion of Canadian tourism products and destinations. Already, a series of high-definition videos has been produced to promote the Francophone and Acadian communities of Canada as part of the 2010 Winter Olympic Games in Vancouver. More than 15,000 media outlets will have access to these professional productions.

The members of the Tourism NAT also used the meetings in 2008-2009 to learn about several major tourism activities, including the 2009 Congrès mondial acadien that will take place in August. They also had the opportunity to participate in two quality training sessions. The first was offered by consultant Marie-Andrée Delisle and focused on cultural tourism and marketing, while the second professional development session was given by the consulting firm Ronald Bisson et associés, and focused on data gathering and techniques for analyzing results.

#### **Rural Development NAT**

Over the last year, the Rural Development NAT officers addressed various national projects aimed at directly supporting economic development in the communities. Some of these initiatives include the *Canada-wide Francophone Economic Space* and RDÉE Canada's International Strategy.

As part of their meetings, members of the NAT also focused on labour recruiting and retention strategies, particularly in rural areas. Presentations were made specifically on this issue. They also had an opportunity to discuss the matter with entrepreneurs who shared their various hiring and retention practices.

The issue of results-based management was also addressed specifically by the NAT. The basic principles of results-based management are applicable in each file and are essential in achieving the development objectives.

#### **Employability and Youth Entrepreneurship NAT**

Over the course of the last year, various national projects were discussed at the NAT: the missions of business persons organized as part of the *Canada-wide Francophone Economic Space*; the *Lauriers de la PME 2009* national competition; the development of knowledge management tools for the Network.



Tourism NAT Officer Aubrey Cormier updates members of the table on the progress being made with the *Canada-wide Francophone Economic Space*.



Rural Development NAT officers at their meeting in Yellowknife in September 2008.

NAT participants were also given training on recruiting and retention strategies. In this regard, they discussed various approaches that might promote hiring and counter the shortage of qualified labour.

In addition, over the years several member organizations of the Network to counter the exodus of young people by promoting recruiting and repatriation, have their actions expanded and multiplied. The NAT participants and government partners discussed the various practices in this area and the results achieved. The Network's expertise in this area is increasingly being recognized.

#### **Knowledge-based Economy NAT**

The project to develop provincial and territorial strategies for the knowledge-based economy was made a priority by members of the NAT in 2008-2009, following the work undertaken on this issue by New Brunswick and Manitoba.

In 2006, RDÉE New-Brunswick conducted a research project that provided an overview of the Francophone knowledge-based economy in the province in order to place itself in a better position. The results from this study gave it a better understanding of the deficiencies and challenges faced by Francophone knowledge-based economy companies in NB and allowed it to develop a provincial knowledge-based economy strategy.

This study identified the factors that contribute to the various capacities for incorporating and producing knowledge in economic activities. The analysis was also useful in determining needs and possible options in developing a knowledge-based economy implementation strategy. This strategy was recently launched and will be part of NB's self-sufficiency plan.

The *E-Index* is a diagnostic tool to measure the rate at which information and communication technologies (ICTs) are integrated within targeted communities. It is an innovative evaluation concept that identifies, quantifies and measures the current role of ICTs in order to provide essential data, information and strategic directions for organizations looking to the *E-Index* for help stabilizing the traditional economy through information and communication technologies; to support migration to the knowledge-based economy through the use of new skills and new infrastructures; to provide information in order to guide investments in



The rural development officers were greeted by Danny Cimon, co-owner of Danmax Communication in Yellowknife.



Randy Boissonnault, consultant with XENNEX, offered a workshop to the Youth NAT focusing on "Young people as players for change."

businesses and develop and maintain an environment that is conducive to innovation.

It should be pointed out that, in 2007, the designated organization of RDÉE Manitoba, the Conseil de développement économique des municipalités bilingues du Manitoba (CDEM), completed an *E-Index* study in sixteen rural bilingual municipalities in Manitoba. This analytical study allowed the CDEM to draft a detailed report of the level of infrastructure, know-how, use and access to advanced technologies in the municipalities. The results from the *E-Index* study will help in identifying the best technologies to invest in and the means of improving those that already exist, thereby facilitating strategic decision-making in terms of investments for the future. The *E-Index* will also allow the CDEM to develop its own provincial strategy for knowledge-based economy development in Manitoba.

Based on these best practices in NB and Manitoba, the members of the NAT prepared a collaboration research proposal that was submitted to Industry Canada. The objective of this proposal is to establish cooperation with the provincial and territorial RDÉEs that would result in the development and implementation of knowledge-based economy development in all of Canada's Francophone and Acadian communities. RDÉE Canada is currently engaged in discussions with Industry Canada on this issue.

On another track, over the last year, members of the Knowledge-based Economy NAT have taken professional development courses in knowledge management and on the process of developing a knowledge-based economy development strategy.

## STRATEGY: COMMUNICATIONS

### STRATEGIC DIRECTION:

- Strengthen the visibility and credibility of the Network by creating greater awareness of the RDÉE's identity and the successes of our Network among our target audiences.
- Demonstrate the importance, in terms of Canadian economic growth, of Francophone and Acadian communities taking charge of their economic future.



Jeff Butt, Director of the Newfoundland and Labrador Office of French Services, giving a presentation to NAT officers on the province's strategy to retain and attract young people.

### FILES / PROJECTS / INITIATIVES:

#### Implement the communication strategies and develop the tools for promoting all of the Network's accomplishments.

*It is essential that the Network as a whole and its results be promoted among our target audiences. Various communication tools have been developed to achieve this objective. Here is some of the output, supported by a few numbers demonstrating the effectiveness of the promotional activities.*

#### 2007-2008 Annual Report

An annual report was produced to present the activities of RDÉE Canada. This document, produced annually, is an excellent promotional tool for RDÉE Canada and its Network and remains a source of reference throughout the year. It does a good job of summarizing all the activities undertaken.

#### New Web site: [www.rdee.ca](http://www.rdee.ca)

The entire RDÉE Canada site has been revamped. Efficient and user-friendly, it presents all the information on various Network initiatives.

Statistical software has been installed on our Web site to tabulate the number of Internet users who visit our site. It is interesting to note that for the period of March 31, 2008 to March 31, 2009, **the number of visits to our site increased by 796%**. This marked increase is the result of all the promotional activities undertaken through our communication tools, promotional tools and our advertising campaign. This number confirms the sharp rise in our visibility.

#### Communication Tools

Various communication tools were created to promote the Network, while continuing to respect a standardized image (brochure for RDÉE Canada, brochure on the study conducted on the accomplishments of the last five years, press kits, posters, promotional tools).

#### Promotional Articles

A few articles were written to promote RDÉE Canada and its Web site. The Web site address was included in all promotional articles.



A few members of the knowledge-based Economy NAT discuss the importance of developing provincial and territorial knowledge-based economy strategies.

### *Dissemination of Press Releases and Information Capsules*

In order to gain a media presence, we issue many press releases to all the Francophone and Anglophone media in the country as well as to all of our partners.

### *Partnership with the Association de la presse francophone (APF)*

We have signed an agreement with the APF. In exchange for visibility on our respective Web sites, the APF news desk has agreed to write articles on the economy and community development that can be used by all journalists who are members of their network as well as all of the RDÉEs.

### *Advertising Campaign February-March 2009*

A six-week advertising campaign was conducted in February-March 2009 in the Hill Times, at a rate of one advertisement per week.

This weekly electronic publication is sent out to more than 50,000 readers per week. Most of its clients are senior civil servants; it also reaches the Prime Minister and the senators. The objective of becoming more visible with federal departments has been achieved.

### *Intranet Portal*

Throughout the year, we made sure to update our Intranet in order to maintain the proper dissemination of information in the Network. This portal offers various documents focusing primarily on the Network's four priority areas as well as various documents on all the national advisory tables.

### *Communication Activities*

Throughout the year, we ensured to have a regular presence at events connected with our Network and partners. Our Chair met with the boards of directors of some RDÉEs in order to explain the mission of RDÉE Canada and our Network as well as the various initiatives that we have undertaken. This way, we ensure good understanding on their part in addition to promoting a sense of belonging to a national network.

We attended some of the press conferences organized by our partners and we participated in a kiosk as part of Linguistic Duality Week.

### **Lauriers de la PME 2009**

*Recognizing Entrepreneurial Excellence in Francophone and Acadian Communities*



The fifth annual *Lauriers de la PME* competition was officially launched last February. Given the success of the first four editions, RDÉE Canada is again excited to host this event. Because of the scope, many hours have already been dedicated to its organization over the last year.

The competition awards businesses in Francophone and Acadian communities that seek excellence at the regional, provincial/territorial, national or even international level. They have solid roots, are sound

financially and their reputation is synonymous with quality and service. These are flagship companies and their success serves as a model to others dreaming of success.

With the first editions of the competition, held every two years since 2001, Francophone businesses from various regions have received awards.

### *Categories*

The 2009 edition offers the following categories to interested companies:

- Processing companies
- Business services companies
- Specialized services companies
- Micro-companies

The candidate companies representing their province and territory in each of these categories will be evaluated based on their economic performance and social involvement.

### *Lauriers de la PME Gala*

Once again this year, the competition will end with the awards gala on November 7, 2009 in Ottawa.

The *Lauriers de la PME 2009* gala will be a great opportunity to talk to entrepreneurs from every region of the country and to celebrate excellence in the Francophone business world.

### *Importance of such a competition*

The *Lauriers des la PME* competition has acquired visibility over the last few years and has promoted the creation of competitions and events recognizing entrepreneurship in several provinces and territories. By promoting and properly recognizing the contribution of SMEs in Francophone and Acadian communities, we are focusing on the strengths of an area to ensure the development of the Canadian Francophonie.

RDÉE Canada would like to warmly thank the government partners as well as the partners in the private sector who make this initiative possible. This competition generates significant benefits for the Canadian economy.

Good luck to the finalists for the 2009 edition!



*The fifth annual Lauriers de la PME competition was officially launched in Ottawa on February 25. On hand were our partners from government and the private sector as well as all the Network's employees.*

## STRATEGY: RESEARCH AND ANALYSIS

### STRATEGIC DIRECTION:

- Increase knowledge of the socio-economic situation and dynamics in the Francophone and Acadian communities.
- Communicate the status of the CFA's socio-economic situation.

### FILES / PROJECTS / INITIATIVES:

#### **Socio-economic Profiles**

In 2005 and 2006, RDÉE Canada developed the socio-economic profiles of 57 Francophone and Acadian communities in order to equip its community economic development officers as well as their local partners so they could plan and implement efficient development strategies based on a useful, relevant database. Throughout the year, RDÉE Canada prepared and updated the statistical profiles for each of the 57 Francophone and Acadian communities so they would reflect the most recent data from the 2006 census.

The process opted for by RDÉE Canada required continuous feedback from the target clientele regarding the presentation of data, the usefulness of the data, the strong points in the statistical profiles as well as necessary improvements. Indeed, it was not simply a matter of replacing the 2001 data with the 2006 information. Moreover, the Web presentation of the profiles was revised so that the 2001 data would remain accessible to target clientele and so the tables posted would show the progress made by communities since the last census.

#### **2008-2009 Database and Inventory of Network Activities**

In order to optimize the sharing of knowledge and expertise in the Network, activities by the provincial and territorial organizations that are members of RDÉE Canada are inventoried annually.

The Network activities listed in these inventories have been collected since 2007 in a databank that is accessible through the RDÉE Canada Intranet. The template developed allows searches by province/territory, by theme or by keyword. This makes it significantly easier to use such inventories when sharing knowledge among Network stakeholders.

It should be pointed out that the projects and activities appearing in these compilations are not solely activities funded under the Human Resources and Skills Development Canada Enabling Fund. Many of them have been made possible through contributions from other public funding sources (federal, provincial/territorial, municipal) and private sources.

#### **SME Inventory**

In support of the Network, RDÉE Canada has initiated a pilot project operational study on the economic strength of Francophones in Eastern Ontario, more specifically in Cornwall in order to develop and test a methodology that could then be used for other regions of Canada.

In order to support RDÉE efforts across the country, RDÉE Canada would like to target promising economic missions and identify companies that are potentially interested in participating in job fairs or related

activities. Therefore, it is necessary to study the most dynamic or promising economic sectors, to know the distribution of businesses in which Francophones work based on these sectors, to know their growth forecasts, notably in terms of exports and to be fully aware of their human resources needs.

This targeted approach is in addition to the inventory of Francophone SMEs and is undertaken as part of the Canada-wide Francophone Economic Space.

#### **Thematic Studies**

With the wealth of data available in the 2006 Census and the post-censal survey of the vitality of official language communities conducted by Statistics Canada, RDÉE Canada was able to perform Canada-wide analyses of various sub-populations and socio-economic aspects. RDÉE Canada therefore went deeper with certain themes pertaining to the particular reality of Francophone and Acadian communities, themes that have not had in-depth examination in recent publications: the use of official languages, particularly French in the workplace, and the profile of young people in Francophone and Acadian communities.

In studying the relevant data from the 2006 Census (regarding the first official language spoken, knowledge of official languages and the official language used at work and the relevant data from the report on the Post-censal survey of the vitality of official language communities regarding the use of language in daily activities), economic stakeholders were provided with valuable and unique information on the socio-demographic and economic particularities of Francophone and Acadian communities.

## STRATEGY: PROFESSIONAL EXCELLENCE

### STRATEGIC DIRECTION:

- Invest in a significant and consistent manner in the knowledge and know-how development of RDÉE Canada's human resources.

### FILES / PROJECTS / INITIATIVES:

#### **Skills Management Working Committee**

In the spring of 2008, the members of the RDÉE Canada Representatives and Managers NAT decided to create a competency management working committee. Composed of representatives from the Youth, Communications, Knowledge-based Economy and Managers NATs, the committee's mandate is to survey Network members on their competency management needs and practices, to evaluate the Network's internal and external tools for virtual collaboration and competency management and to make recommendations to the Representative and Managers NAT on the integration and use of virtual collaboration and competency management tools in the Network.

The members of this working committee met many times over the course of the year. The following objectives steered the committee's work:

Evaluate the priority needs of Network members in terms of CED collaborative competency management practices; target virtual collaboration

and competency management tools that best meet the priority needs of members; and provide information to fuel discussions on the implementation of an RDÉE Canada competency management strategy.

The evaluation of Network member priority needs took place over the summer via an online survey sent to members. The survey results clearly demonstrated the need for collaborative competency management practices such as the sharing of good practices in project management, partnership management and funding requests.

In evaluating the virtual collaboration and competency management tools that best meet the Network's priority needs, committee members evaluated three tools that have already been designed and developed within the Network. Given that the Secretariat, Official Language Minority Communities (SOLMC) at Human Resources and Skills Development Canada (HRSDC) intends to develop or adapt, sometime this year, a competency management tool for collecting data as part of its Enabling Fund, the members of the working committee recommended that the Representatives and Managers NAT postpone the adoption of competency management tools in order to align their work with the work of the HRSDC representatives set to begin later this year. The performance indicators parity working group, put in place by the CNDÉE, will also need to address this issue.

## STRATEGY: FUNDING

### STRATEGIC DIRECTION:

- Ensure the continued activity of RDÉE Canada

### FILES / PROJECTS / INITIATIVES:

#### **Economic Management Policy in the Provinces**

This year, RDÉE Canada recommended two additional approaches to develop further the added value attached to CFA economic development and employability in Francophone at the provincial and territorial government level: first through the creation of connections and means of liaison with the Ministerial Conference on the Canadian Francophonie, and then through direct, targeted support requested by the RDÉE to jointly facilitate steps for implementing a provincial economic management policy specifically covering corporate services, as is the case in Ontario, for example.

#### **Access to Government Services**

This year, RDÉE Canada continued to promote creating and maintaining connections between the federal government and the CFAs, in order to facilitate access to Government of Canada products and services. This process took many forms this year, first through its role as a special partner of the federal government in terms of economic development and employability, with federal departments and agencies that are members of the CNDÉE primarily in the partnership with HRSDC as part of the Enabling Fund—but also through emerging new agreements, such as:

- A partnership with the Office of Small and Medium Enterprises (OSME) at Public Works and Government Services Canada (PWGSC) in order

to explore and define the possibility of establishing a long-term collaborative effort for the delivery of the Outreach awareness program. A co-operation memorandum of understanding is in the works.

- An official partnership with Citizenship and Immigration Canada (CIC) to promote economic immigration in Francophone minority communities, in particular through its Settlement Program.

## STRATEGY: STRATEGIC ALLIANCES

### STRATEGIC DIRECTION:

- Fuel and put into practice within RDÉE Canada an organizational culture based on creating alliances and targeted business partnerships.

### FILES / PROJECTS / INITIATIVES:

#### **Canadian Tourism Commission (CTC)**

RDÉE Canada solidified its close relationship with the Canadian Tourism Commission (CTC) in February at an official ceremony in Ottawa, signing a co-operation memorandum of understanding. Signature of this agreement was witnessed by Mr. François Delattre, France's Ambassador to Canada, the Honourable Diane Ablonczy, Minister of State (Small Business and Tourism), the Commissioner of Official Languages, Mr. Graham Fraser, as well as several partners, government agencies and a hundred or so Network representatives.

The implementation of this memorandum of understanding has already begun with the large-scale release of a joint promotional ad and the production of high-definition videos. RDÉE Canada, in collaboration with the CTC, which is mandated to promote Canadian tourist areas in Canada and abroad, published a promotional ad in the booklet *Rendez-vous de la Francophonie*, with a print run of more than 200,000 copies and inserted in most of the country's newspapers. A series of high-definition videos were also produced as part of this national partnership. More than forty hours of video was filmed in Francophone and Acadian communities throughout the country. These videos will be used first of all to promote tourism in Francophone and Acadian communities as part of the 2010 Winter Olympic Games in Vancouver. More than 15,000 media outlets will have access to these professional productions produced by Manitoba's firm Productions Rivard. After the Winter Games, part of the content will be integrated into the CTC's domestic and international tourism promotion strategies.



Roger Lavoie (left), Director General of RDÉE Canada, and Alexander Reford, CTC Director, at the signing of our memorandum of understanding.



Mr. François Delattre (left), France's Ambassador to Canada with Mr. Graham Fraser, Commissioner of Official Languages.

**Canada-wide Francophone Economic Space**  
*Successful Business Missions!*



The *Canada-wide Francophone Economic Space* is a joint initiative of RDÉE Canada and the Réseau des SADC du Québec, composed of 57 CFDCs (*Community Futures Development Corporation*) and 10 BDCs (*Business Development Centres*). The objective of this initiative, launched in 2006, is to develop the Canada-wide Francophone business community.

On a practical level, the *Economic Space* seeks to promote the economic growth of Francophone businesses in Canada by intensifying exchanges between entrepreneurs in Francophone and Acadian communities and Quebec.

To ensure implementation of the *Economic Space*, two separate phases were identified. The first focuses on development and experimentation and is composed of three components. These components are inventorying and profiling businesses, implementation of pilot projects and development of tools and the offer of professional development. The second phase of the project involves national project deployment.

Over the last year, through a contribution by the Secrétariat aux affaires intergouvernementales canadiennes du Gouvernement du Québec (SAIC), efforts have been particularly focused on implementing collaboration pilot projects. These projects with CFDCs/BDCs and provincial RDÉEs have allowed business people from Quebec and Francophone and Acadian communities to meet as part of these missions.

***Collaboration: RDÉE Ontario – Eastern Region and SADC-de-la-Vallée de la Gatineau***

As part of this collaboration pilot project, meetings have been held between the organizations. The first activity took place in November 2008. The team from the RDÉE Ontario – Eastern Region met with the CFDC team on its own turf and had opportunity to have various meetings with Quebec economic stakeholders.

The team from the SADC de la Vallée-de-la-Gatineau travelled to Eastern Ontario in February 2009 to familiarize themselves with the area and to

meet with stakeholders. Given the size of Eastern Ontario, the Prescott-Russell and Stormont-Dundas-Glengarry regions were specifically targeted.

The next activity will be an exchange of entrepreneurs from the two respective regions in the spring. The manufacturing sector in the lumber and agri-food sectors is of particular interest.

***Collaboration: Prince Edward Island RDÉE and Magdalen Islands SADC***  
RDÉE representatives and CFDC employees held preparatory meetings and discussions in the spring and fall of 2008.

A delegation of six entrepreneurs and one representative from the Magdalen Islands SADC travelled to Prince Edward Island in mid-March 2009. Stakeholders from Prince Edward Island went to the Magdalen Islands at the end of March 2009. The Acadian delegation was composed of five entrepreneurs and two agents from the Island RDÉE.

As part of the mission to Prince Edward Island, participants from the Magdalen Islands were from the following fields: fibreglass boat construction, crab processing, small-fruit wine production, show productions and artistic development, and the bakery and restaurant sectors.

The Acadians who travelled to the Magdalen Islands work mostly in the fields of tourism, manufacturing (clothing), the visual arts, institutional heating and freezing.

***Collaboration: RDÉE Saskatchewan and SADC de Gaspé-Nord***

A mission composed of four entrepreneurs and two officers from the Conseil de la Coopération de la Saskatchewan (CCS)/ RDÉE Saskatchewan travelled to Gaspésie in early March 2009.

Wind energy, tourism and the agri-food sector (honey and mustard) were particularly targeted. Exchanges and visits in the recreation-tourism sector also took place.

The stakeholders from Gaspésie showed an interest in continuing these exchanges with their Franco-Saskatchewanian colleagues.



*Mr. Gilles Croze, President of RDÉE Canada with the Honourable Diane Ablonczy, Minister of State (Small Business and Tourism).*



*The team from the SADC de la Vallée-de-la-Gatineau on an exploratory mission to Eastern Ontario.*



*Jean-Pierre Arseneau, seated, Business Services Coordinator at the SADC des Îles-de-la-Madeleine, signs a memorandum of understanding with the RDÉE PEI represented by Martin Marcoux and Francis Thériault.*



*The Franco-Saskatchewanian business delegation during its mission to Gaspésie.*

**Collaboration: RDÉE Nouveau-Brunswick and SADC d'Abitibi-Ouest**  
RDÉE Nouveau-Brunswick welcomed a delegation from Abitibi at the end of March 2009. It was composed of three entrepreneurs and three representatives from SADC d'Abitibi-Ouest.

Entrepreneurs and representatives from Abitibi were able to meet with Acadian business people from Dieppe, the Acadian Peninsula and the Bay of Chaleur. The delegation discussed possible partnership and exchanges in the sectors of technology, metal (machining), bio-materials and culture.

The Economic Development Corporation from the City of Dieppe, Entreprise Péninsula and Entreprise Chaleur, among others, were particularly involved in the exchanges. These organizations provide direct support to entrepreneurs in their area by offering various services to their business community.

**Collaboration: RDÉE Manitoba / ANIM and CAE de la Haute-Yamaska et région**

The Agence nationale et internationale du Manitoba (ANIM) is responsible for the collaboration pilot project in Manitoba. ANIM, which works closely with the Conseil de développement économique des municipalités bilingues du Manitoba (CDEM)/ RDÉE Manitoba, is a provincial organization whose mission includes supporting Manitoban entrepreneurs in their business development activities with Francophone markets in Quebec, France and Belgium.

Business people from Haute-Yamaska travelled to Manitoba in the spring of 2009. This delegation was composed of seven entrepreneurs and the Director General of the Centre d'aide aux entreprises (CAE) de la Haute-Yamaska.

The participating Quebec entrepreneurs operate mainly in the sectors of manufacturing, high technology and agri-food (local products). On this trip, the Haute-Yamaska delegation met with some thirty entrepreneurs and economic stakeholders from Manitoba.

Given the success of these missions, we should continue these exchanges between organizations and business people next year to benefit our respective communities.



The Abitibi business delegation with economic stakeholders from the Acadian Peninsula in New Brunswick.

### **Conseil territorial de Saint-Pierre et Miquelon and Citizenship and Immigration Canada**

*One of the aims of RDÉE Canada is to strengthen ties between economic communities and international business communities by facilitating relations and trade between the business communities and SMEs in Francophone and Acadian communities and abroad, while adopting an approach of doing more to recognize the successes and challenges of the international Francophonie in terms of economic development:*

**1- By providing the Network with a large window to the international community through the Forum Francophone des Affaires (FFA – [www.ffa-int.org](http://www.ffa-int.org)):**

As part of the XIIth Sommet de la Francophonie, under the high patronage of His Excellency, Mr. Abdou Diouf, Secretary General of the Organisation Internationale de la Francophonie held on October 17 and 18 in Montréal, the *Assises de la francophonie économique* organized by the Forum Francophone des Affaires ([www.ffa-int.org](http://www.ffa-int.org)) – represented in Canada by RDÉE Canada on the theme of economic information in French.

The Forum Francophone des Affaires (the only economic organization recognized by the Sommet des chefs d'État et de gouvernements francophones), RDÉE Canada and the Union Internationale de la Presse francophone (UPF) assembled more than 250 delegates, business leaders, celebrities and 150 journalists from Canada and the entire French-speaking world at the National Bank of Canada. They discussed French as language of work, the place of French in international nomenclature and world standards, and the governance of Francophone businesses. One session was devoted to investments and exports, the engines of development for the Francophone economic space.

RDÉE Canada would like to particularly thank Heritage Canada for its contributions to the event.

**2 – By allowing Francophone and Acadian SMEs to benefit from an official doorway to Europe and vice versa through Saint-Pierre-et-Miquelon (SPM).**



A Quebec entrepreneur from Haute-Yamaska in discussion with a business person from Manitoba.

This year, RDÉE Canada continued to explore possible means of collaboration with SPM through its relationship with the Atlantic Canada Opportunities Agency (ACOA) as part of the Regional Joint Cooperation Commission.

RDÉE Canada is a member of the Canadian delegation led by ACOA and plays an active role in the economic and business strategy in addition to increasing the RDÉE's participation in projects stemming from the discussions and actions of the business and trade working group.

Furthermore, RDÉE Canada and the Conseil territorial de Saint-Pierre et Miquelon, with the support of the Société de Développement de l'Archipel (Sodepar) are taking action through their collaborative partnership to design, evaluate and consolidate a Bureau de Marketing et de Mise en Marché in Saint-Pierre et Miquelon (the "B3M SPM") in order to provide the Network's Francophone and Acadian SMEs with an official doorway to Europe and vice versa through Saint-Pierre-et-Miquelon.

*"I know I will be more than satisfied with our future collaboration and the strengthening of our existing ties,"* said Mr. Stéphane Artano, President of the Conseil territorial de Saint-Pierre et Miquelon.

RDÉE Canada and the Conseil territorial want to formalize the existing collaborative efforts and exchanges of expertise through a co-operation memorandum of understanding, to be signed in May 2009 at the French Embassy in Ottawa.

### 3 – By promoting the international facilitation and intervention lever through strategic alliances to improve results in job and business creation.

To that end, actions were taken to facilitate and the intervention leverage of economic and employability projects through external partners, including the Chambre de Commerce France-Canada and the Bureau de l'Ontario à Paris.

## RDÉE CANADA PRESENTS ITS MODEL FOR COMMUNITY ECONOMIC DEVELOPMENT AT THE INTERNATIONAL LEVEL.

RDÉE Canada's CED model is quite in vogue at the moment. Many foreign organizations are interested in it.

- Through the Regional Joint Cooperation Commission between Canada and Saint-Pierre et Miquelon, during the two missions to Saint-Pierre et Miquelon with all the economic and institutional stakeholders of the Archipelago.
- Through the Organisation for Economic Co-operation and Development (OECD) for feedback on and validation of the model.
- Through the French Senate as part of a Commission sénatoriale pour les Départements et Territoires D'Outre-Mers (DOM-COM).

## RDÉE CANADA WANTS TO FACILITATE FRANCOPHONE ECONOMIC MIGRATION WITHIN FRANCOPHONE AND ACADIAN COMMUNITIES.

### HERE ARE THE STEPS THAT WERE TAKEN OVER THE LAST YEAR:

#### 1 - RDÉE Canada adopted an Economic Immigration Strategy

After having inventoried the some 70 initiatives conducted or supported by the Network's organizations in the area of immigration and with ethno-cultural communities in 2007-2008, RDÉE Canada adopted, in collaboration with the Network's organizations and partners, the 2008-2013 Economic Immigration Strategy. The goal was further optimize their actions and results to facilitate the entry of immigrants trained abroad based on labour market needs and facilitate the creation of micro-companies in a number of Francophone and Acadian communities in Canada.



From left to right: Florence Brillouin, Director General, Chambre de Commerce France-Canada / Roger Lavoie, Director General, RDÉE Canada / Gilles Croze, Chair, RDÉE Canada / Stève Gentili, International President of the FFA / Jean-Luc Alimondo, Vice-President Europe, Middle East and Africa, National Bank of Canada / Nicole Sauvé, Director General, RDÉE Ontario / Richard Aubry, Director of Intergovernmental and International Affairs, RDÉE Canada / Georges Gros, Secretary General of the Union des Journalistes de la Presse Francophone.

The RDÉE Canada strategy is also in line with the CIC Steering Committee's 2006-2011 Strategic Framework and Plan. RDÉE Canada is part of the CIC Steering Committee, community side and the working committees. We are also a partner with Citizenship and Immigration Canada (CIC) to promote economic immigration in minority Francophone communities.

## 2 - RDÉE Canada developed ties with various partners.

### *The Espace Emploi International*

In 2008, RDÉE Canada ratified a collaboration agreement with the Espace Emploi International Paris (EEI Paris). The Espace Emploi International is a service provided by the Agence Nationale Pour l'Emploi (ANPE) and the Agence Nationale de l'Accueil des Étrangers et des Migrations (ANAÉM). It organizes public action on the labour market regarding professional mobility abroad.

This agreement enables the two Networks to combine our skills and means to facilitate the placement of potential Francophone candidates who wish to move to Canada. Together, the parties agreed to implement action, awareness and information plans for future applicants and to educate potential employers and entrepreneurs on the services offered.

In this vein and in support of the various economic immigration initiatives in the provinces and territories, RDÉE Canada works closely with the Immigration Section at the Canadian Embassy in Paris.

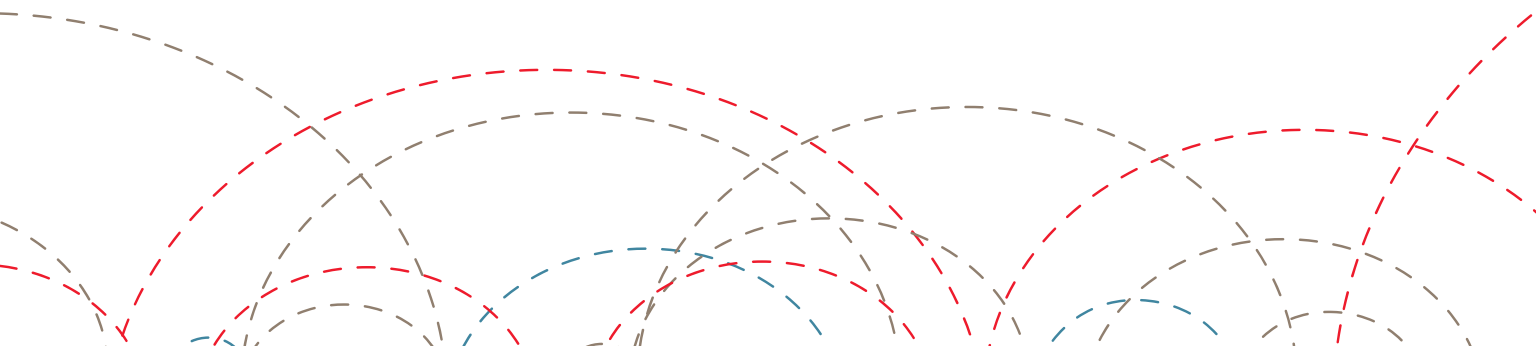
### *The Department of Citizenship and Immigration Canada (CIC)*

RDÉE Canada and CIC have formalized a partnership to promote economic immigration in minority Francophone communities.

## 3 - RDÉE Canada has adopted the means to take action by tabling a national request regarding the CIC Settlement Program.

The purpose of this request is to enable RDÉE Canada and its Network to access the necessary resources to play a key role in the area of economic immigration.

The request foresees facilitating the arrival and economic integration of 3,000 French-speaking immigrants over two years by providing access to jobs or through entrepreneurship, as well as the hiring of some 20 placement officers who will be active in the RDÉEs, 6 travelling economic integration advisors, 5 economic incubators and 1 employability research component.



**-PRELIMINARY AND UNAUDITED**

INCOME	TOTAL
Human Resources and Skills Development Canada	\$1,893,868
SDE Colombie-Britannique / WED	\$99,000
Canadian Heritage	\$20,000
Canadian Tourism Commission	\$50,000
Canadian Intergovernmental Affaires Secretariate	\$50,000
Others	\$1,881
<b>Subtotal</b>	<b>\$2,114,749</b>
EXPENDITURES	
Salaries, fringe benefits and employee benefits	\$704,363
Meetings and travel costs	\$227,661
National advisory and liaison tables	\$346,183
Research and analysis	\$110,657
Strategic planning and communications	\$179,537
Skill management	\$91,401
Organizational learning	\$93,235
Office expenses	\$134,829
Audit fees	\$6,000
HD video filming project	\$149,000
Canada-wide Francophone Economic Space pilot projects	\$51,344
Assises de la Francophonie	\$20,478
<b>Subtotal</b>	<b>\$2,114,688</b>
<b>Net Profit</b>	<b>\$61</b>

# FINANCIAL STATEMENTS

# PROVINCIAL AND TERRITORIAL ACCOMPLISHMENTS

# BC

BRITISH COLUMBIA

## PROMOTING THE IMMIGRATION PROGRAM

### Description

The British Columbia Provincial Nominees Program (BC PNP) offers accelerated immigration services to eligible qualified workers and experienced entrepreneurs who wish to settle in British Columbia and become permanent residents of Canada.

### RDÉE's Role

The Société de développement économique de la Colombie-Britannique (SDECB), the delegated organization of RDÉE Colombie-Britannique, is a project partner, notably in promoting the BC PNP and its Working Holiday Program.

### Key Partners

British Columbia Ministry of Small Business  
• Technology and Economic Development  
• Citizenship and Immigration Canada

### Benefits

Six French journalists came to Canada and wrote articles for some of France's major newspapers, offering significant visibility for British Columbia.

## PROMOTING OLYMPIC TOURISM

### Description

Creation of an international promotional tool (high-definition videos) highlighting Canadian Francophone tourism assets as part of the 2010 Winter Olympic and Paralympic Games (2010 OG), which will be held in Vancouver.

### RDÉE's Role

The SDECB is a project partner.

### Key Partners

Canadian Tourism Commission • Canadian Heritage • Western Economic Diversification Canada • Les Productions Rivard Inc.

### Benefits

The project's objective is to highlight the various tourism attractions pertaining to the Francophonie in minority francophone communities in Canada in order to make it an international promotional tool as part of the 2010 Vancouver Winter Olympic Games. • The project will also contribute to consolidating federal-community partnerships in the tourism and economic development of Francophone and Acadian communities and in increasing the interest of potential visitors in these regions.

## PROMOTING TOURISM IN WESTERN CANADA

### Description

The Corridor touristique francophone de l'Ouest (CTFO) program [Western Francophone tourism corridor] consists mainly in promoting the bilingual tourism industry of Western Canada.

### RDÉE's Role

The SDECB is the project manager. As part of the CTFO program, it specifically coordinates the development of an action plan, a media plan and public relations.

### Key Partners

Western Economic Diversification Canada  
• Conseil de développement économique des municipalités bilingues du Manitoba • Conseil de la coopération de la Saskatchewan • Conseil de développement économique de l'Alberta

## POSITIONING THE FRANCOPHONE COMMUNITY

### Description

As part of the 2010 OG, development of a new visual identity for the Francophone community, *French, a part of us – La Colombie-Britannique, j'en fais partie* and the promotion of active involvement in community life.

### RDÉE's Role

The SDECB is the project manager.

### Key Partners

Heritage Canada • Fédération des francophones de la Colombie-Britannique • Francophone associations of British Columbia

### Benefits

The Francophone community of British Columbia is beginning to use this new visual identity. The message to Francophones is that of a well-integrated community where Francophones, regardless of their origins, feel at home and contribute to the province's vitality.



Visit of Espace Emploi International representatives (international public placement network) and French journalists to Vancouver in February 2009.



# AB

ALBERTA

## WORKSHOPS ON HOW TO USE WEB TOOLS

### Description

A survey on the use of technology by Alberta's Francophone SMEs revealed a significant need for training to make people more aware of the benefits of using Web tools. The survey identified three areas of training: business-social networking, online business and tele-meetings. A series of presentations were offered to Francophone entrepreneurs, including two by videoconference across Alberta and extending as far as the Northwest Territories.

### RDÉE's Role

RDÉE Alberta / Conseil de développement économique de l'Alberta (CDÉA) developed and coordinated the entire project.

### Key Partner

The Business Link

### Benefits

Training was given to 84 entrepreneurs. • Interest was generated and the CDÉA received requests for more specialized workshops on how SMEs can use technology.

## FRANCOPHONE EMPLOYMENT CENTRE IN NORTHEAST ALBERTA

### Description

Consultations with the communities revealed a pressing need for a Francophone employment centre in Northeast Alberta. The steps taken by Accès Emploi and RDÉE Alberta since May 2007 have paid off and a contract was signed in March 2009 with the Government of Alberta. Accès Emploi will serve the communities of

Bonnyville, Cold Lake, St. Paul and Plamondon/Lac La Biche in French.

### RDÉE's Role

RDÉE Alberta was involved in the full project development process.

### Key Partners

Accès-emploi • Government of Alberta • Alberta Ministry of Employment and Immigration

### Benefits

The Francophone employment centre will open in May 2009. A full-time employee will travel to cover the territory. Approximately 22,000 Francophones will benefit from this new service.

## MEDIA TOUR

### Description

A media tour in the Canadian Rockies took place from February 16 to 20, to promote the Alberta winter season. Four journalists participated and five media outlets covered the event; the goal was to educate Quebec journalists on the accessibility of French services in Alberta.

### RDÉE's Role

RDÉE Alberta established agreements and partnerships for the province. It also organized and coordinated the media tour in Alberta.

### Key Partners

The Corridor touristique francophone de l'Ouest • Travel Alberta • Alberta tourism industry businesses

### Benefits

The value of this media coverage has been set at more than \$125,000 to date and encompasses

more than 500,000 readers, not to mention Web sites visitors and television viewers. • The tour also enabled CDÉA to develop and consolidate ties with stakeholders in the tourism industry • These partnerships have brought in more than \$33,000 in sponsorships.

## COMITÉ NATIONAL DE JEUNES COOPÉRATEURS

### Description

The Délégation jeunesse du Conseil canadien de la coopération et de la mutualité (DJCCCM) is a national committee composed of young cooperators under 35 who actively participate in the movement to ensure the next generation of cooperative members.

### RDÉE's Role

RDÉE Alberta / CDÉA were active throughout the entire process.

### Key Partners

Conseil canadien de la coopération et de la mutualité (CCCM) • Members of the Conseil Canadien de la Coopération

### Benefits

Completion of a national Francophone youth structure focused on Canadian cooperation. • Integration of young people's voice in the cooperative movement in a democratic process.

## CLUB DE JEUNES ENTREPRENEURS

### Description

The project consists in creating a club focussed on entrepreneurship and project management training. The students at the Campus St. Jean organized and funded their participation in a



Membre du Réseau national de développement économique francophone



Presentation on how to use Web 2.0 offered by RDÉE Alberta, in collaboration with The Business Link; about thirty people attended.



Filming and photo-taking session with exceptional Banff scenery



SASKATCHEWAN

symposium held by the Association des clubs entrepreneurs étudiants de la francophonie, an international meeting. They also organized a training day for Campus St-Jean students with several specialized instructors.

**RDÉE's Role**

Participation in the entire process of creating the Club de jeunes entrepreneurs.

**Key Partner**

Campus St-Jean

**Benefits**

Increased entrepreneurial know-how among our young Francophones, including a contribution made by international experts.

**MEETINGS BETWEEN EMPLOYERS AND NEW ARRIVALS**

**Description**

As part of its efforts to attract and retain new workers in Francophone communities, the Conseil de la coopération de la Saskatchewan (CCS) organized two meetings, in Saskatoon and Regina, between employers and new Francophone arrivals. The objective is to give new arrivals easier access to job offers. Some twenty employers, both Anglophone and Francophone, and employment agencies took part in the meetings.

**RDÉE's Role**

The CCS / RDÉE Saskatchewan organized the meetings; their intent was to make it easier for employers and new arrivals looking for work to connect.

**Key Partners**

Western Economic Diversification Canada • Service Canada • Employers • Action emploi Saskatchewan • Communauté des Africains francophones de Saskatoon • Fédération provinciale des Fransaskoises • Saskatoon Open Door Society • Regina Open Door Society

**Benefits**

The initiative made it possible to conduct approximately forty meetings between employers, employment agencies and new arrivals. • Six jobs were filled and several participants are in the process of being hired in the hotel, restaurant, tourism and engineering fields. • It was such a success that the people involved asked the CCS to make it an annual event.

**EXPLORATORY MISSION TO HAUTE-GASPÉSIE**

**Description**

In March 2009, a delegation of six people from Saskatchewan travelled to Haute-Gaspésie, Quebec, to take a look at initiatives pertaining to wind energy, diversification and value-added companies in the sectors of agriculture, the fisheries, tourism and manufacturing. This mission is part of a pilot project under the *Canada-wide Francophone Economic Space* project conducted by the Réseau des SADC du Québec and RDÉE Canada.

**RDÉE's Role**

The role of the CCS / RDÉE Saskatchewan in this exploratory mission is to promote exchanges between entrepreneurs, in various provinces, faced with the same challenges: an ageing population, the exodus of young people and the difficulties encountered with business succession, in order to share potentially original and innovative solutions.

**Key Partners**

Western Economic Diversification Canada • Service Canada • Secrétariat aux affaires inter-gouvernementales canadiennes • Société d'aide au développement des collectivités (SADC) Gaspé Nord

**Benefits**

This visit created ties with the SADC Gaspé Nord and opportunities for collaboration and partnerships between entrepreneurs and leaders. • An official invitation was extended to the SADC Gaspé Nord so that it, in turn, could organize an exploratory mission to Saskatchewan.



2008 Congress of the CCCM in Manitoba



New arrivals in discussion with a Regina employer.

## LEADERSHIP – WORKSHOP ON BUSINESS SUCCESSION

### Description

A workshop on business succession in February 2009 drew 35 participants who learned quite a bit about the various steps in selling or transferring a business. It dealt with such topics as legal aspects and taxes. The workshop was a follow-up to the *Répertoire des entreprises à vendre* [Inventory of businesses for sale], which had been prepared by the CCS / RDÉE Saskatchewan.

### RDÉE's Role

The CCS / RDÉE Saskatchewan organized the event.

### Key Partners

Western Economic Diversification Canada  
• Service Canada • Fédération provinciale des Fransaskoises

## SASKATCHEWAN, J'Y REVIENS, J'Y RESTE!

### Description

*Saskatchewan, j'y reviens, j'y reste!* [Saskatchewan, I'm home to stay] is an initiative that specifically targets young people from Saskatchewan (aged 18 to 35) who have finished or who are nearly finished their university, college or high school education. Its mission is to counter the exodus and have an impact on the migration of qualified young people. In 2008-2009, focus was placed on developing a databank and finding traineeship opportunities for young people.

### RDÉE's Role

The RDÉE Saskatchewan co-operated with the Association jeunesse fransaskoise to launch the project in March 2008.

### Key Partners

Western Economic Diversification Canada  
• Service Canada • Association jeunesse fransaskoise

### Benefits

Jobs available in community organizations and private businesses were inventoried and ten traineeship opportunities will be offered to young people. • An Internet site dedicated to exchanges between employers and young people is also under development.

# MB

MANITOBA

## PARTNERS FOR CLIMATE PROTECTION

### Description

This initiative response to the environmental challenge: how to succeed by being green. The Partners for Climate Protection (PCP) is proposing to reduce the greenhouse gas emissions of participating communities by 20% by 2012, through several strategic steps.

### RDÉE's Role

The Conseil de développement économique des municipalités bilingues du Manitoba (CDEM), who represents RDÉE Manitoba, was approached to be a part of this project, specifically for its expertise in rural communities. From November 2008 to April 2009, the CDEM finalized the first step of the project: gathering data in order to find out the quantity of carbon dioxide emitted in 2003 by the participating communities.

### Key Partners

Manitoba Department of Intergovernmental Affairs • Green Manitoba

### Benefits

This project is proposing an avant-garde way of looking at economic development in communities. It will make it easier to apply for the next subsidies such as the Green Municipal Fund by the Federation of Canadian Municipalities (FCM).

## CHRISTMAS CRAFT FAIR

### Description

For the first time in December 2008 in Saint-Boniface, a Christmas Craft Fair like those in France or Germany took place under a magical décor of Christmas lights and trees. Visitors



Saskatchewan delegation on its exploratory mission to Haute-Gaspésie.



Some of the participants in the business succession workshop, from left to right: Monica and Gilbert Ferré, farmers and entrepreneurs (Zenon Park); David Parker, entrepreneur (Regina) and Arthur Denis, entrepreneur (St. Denis).



**CDEM**  
www.cdem.com

could visit small cabins where handcrafted products were sold: clothing, jewellery, homemade food, etc.

### RDÉE's Role

Having initiated the idea, CDEM surrounded itself with good partners to help it fulfill its vision. The CDEM did the preparatory work inherent in such a project: examination of several locations where the market could be held, application for the necessary authorizations to close the street for the weekend, prototype for the wood cabin, grouping of partners, etc.

### Key Partners

Célébrations 2008 (100 ans de Saint-Boniface)  
• Tourisme Riel • Festival du Voyageur

### Benefits

The concept was well received by Anglophone and Francophone visitors from Winnipeg and the surrounding areas. More than 2,000 visitors attended the craft fair over the weekend-long event. • The entrepreneurs had very good sales, some of them upwards of \$3,000 in a single weekend.

## THREE-WAY COLLABORATION FOR YOUNG ENTREPRENEURS

### Description

Several years ago, CDEM established a partnership with Junior Achievement to offer entrepreneurial training to young people. Some forty training sessions are offered every year in Francophone schools and immersion classes. In 2008, CDEM went even further with it and established a three-way agreement to get even more young people involved in the spirit of entrepreneurship.

### RDÉE's Role

CDEM acted as a catalyst in bringing the two organizations closer together so that this collaborative effort could generate mutual benefits.

### Key Partners

Club d'entrepreneurs étudiants du Collège universitaire de Saint-Boniface (CUSB) • Junior Achievement

### Benefits

In collaboration with CDEM, members of the CUSB's Club d'entrepreneurs étudiants can now offer entrepreneurship training based on needs identified by Junior Achievement. • This makes young students responsible for sharing knowledge and the message gets to all of them more easily.

## COOPERATIVE MOVEMENT IN MANITOBA

### Description

Development of the cooperative movement in Manitoba: how the CDEM and the Manitoba Cooperative Association (MCA) have collaborated to get organized, develop a vision for the next 10 years and position themselves with the provincial government.

### RDÉE's Role

Create awareness at the various governmental levels. Provide support and advice to partners in developing the strategic 10-year plan (creating a steering committee, consultation process, strategy development, etc.).

### Key Partner

Manitoba Cooperative Association

### Benefits

Thanks to this strategic planning, the cooperative movement is being seriously considered by the provincial government: funding of \$125,000 over two years has been allocated in order to implement the action plan recommended in the planning. • The provincial government is greatly interested in the economic impact of cooperatives and to that end has created an interdepartmental working group.



Some of the kiosks at the Christmas Craft Fair in Saint-Boniface.



Signature of the three-way agreement: Samir Touré, President of the Club d'entrepreneurs, students at the Collège universitaire de Saint-Boniface and Stéphane Gagnon of the CDEM.

# ON

ONTARIO

## THE BUSINESS INCUBATOR NETWORK IS ALREADY FIVE YEARS OLD!

### Description

The foundation for the Réseau des incubateurs d'entreprises du Centre-Sud-Ouest (CSO) ontarien was laid down in April 2004 at a meeting that included representatives from various Simcoe County organizations, including the Club 2000 Niagara, Toronto Career Net, Caldech (today known as the Clé d'la Baie) and RDÉE Ontario.

### RDÉE's Role

RDÉE Ontario has been coordinating the Network since the very beginning and specifically supports it in its search for funding.

### Benefits

Five years later, the CSO business incubators have added some surprising accomplishments to their resume, due to an investment of approximately \$464,000 from the Ontario Trillium Foundation and Industry Canada and a similar contribution from partners. Through these efforts, 336 businesses have been created, consolidated or have developed new value-added products. These incubators have actively contributed to the creation or maintenance of more than 1,000 jobs. • The Club 2000 Niagara has created its Agri-Tourism Centre, instituted the Niagara Agricultural Cooperative and has developed an agri-tourism tour in 12 municipalities. The organization has helped 141 businesses to start or expand. • Thanks to the Clé d'la Baie incubator, Simcoe County has seen the creation of youth-operated businesses and cooperatives. In Toronto, Career Net has helped 154 businesses maintain or create more than

780 jobs. In just over one year, the ACFO de London-Sarnia incubator has helped nine businesses get financing and assisted them in their management, in addition to contributing to creating or maintaining 150 jobs.

## HOTEL OPERATORS MEET WITH THE FRANCOPHONE COMMUNITY

### Description

In February 2009, an information meeting on jobs in the hotel industry offered by key hotel operators in the Kingston region enabled the Francophone community to find out more about job opportunities in the tourism sector.

### RDÉE's Role

RDÉE identified the shortage in bilingual employees in the tourism sector and mobilized hotel operators to increase the number of bilingual jobs in their sector.

### Key Partners

Association canadienne-française de l'Ontario des Mille-Îles • La Route du savoir • Réseau de soutien à l'immigration francophone • Ontario Ministry of Citizenship and Immigration • Centre francophone de ressources à l'emploi • Kingston Military Family Resource Centre

### Benefits

This meeting helped foster a direct, dynamic exchange between hotel operators and Francophone job seekers. • Following this activity, a job fair was held and hotel operators gave their contact information directly to job seekers. It was a unique opportunity for Kingston to bring together Anglophone hotel operators and Francophone job seekers.

## NORTH GLENGARRY AND PRESCOTT-RUSSELL TRANSPORTATION BOARD

### Description

The purpose of this project is to offer residents of Prescott-Russell and Stormont-Dundas-Glengarry (SDG) a commuter system. Significant funding has been received from the Prescott-Russell Community Development Corporation and the SDG CFDC, permitting further study, positioning the initiative in the municipalities involved as well as the purchase of infrastructure.

### RDÉE's Role

RDÉE Ontario prepared the funding application for developing an inter-provincial strategy for a commuter system between Eastern Ontario and Western Quebec.

### Key Partners

North-Glengarry and Prescott-Russell Transportation Board • Secrétariat aux affaires inter-gouvernementales canadiennes • Municipalities of Nation, North-Glengarry and North-Stormont • Village of Casselman • Pontiac CFDC, Renfrew CFDC, SDG CFDC • Prescott-Russell Economic Development and Tourism Office • 417 Bus Lines • VIA Rail • Rail Future Group

### Benefits

This project will play a major role in mobilizing workers between rural and urban regions. This increased mobility will ensure retention and the expansion of existing businesses as well as the creation of new jobs in the targeted regions.



The Niagara craft fair, for which the Club 2000 Niagara was one of the sponsoring organizers, was held in October 2008. Photographed at the event, from left to right: Lucie Huot, General Director of the Club 2000 Niagara; Annie Dell, RDÉE Ontario Director General and Jean-Denis Barry, RDÉE Ontario Development Officer.

## SCHOOL COOPERATIVE IN BARRIE

### Description

Students taking an “Introduction to Business” course in Barrie, north of Toronto, developed a nose for business. In May 2008, the first school cooperative at the Nouvelle Alliance Catholic High School in Barrie was created. The Clé d’la Baie in Huronie helped the class in each phase of its development and the Conseil de la coopération de l’Ontario supported the cooperative part of the project.

### RDÉE’s Role

RDÉE Ontario participated in the project’s success through its business plan development workshops.

### Key Partners

La Clé d’la Baie • Conseil de la coopération de l’Ontario • Caisse Populaire de Lafontaine (Regroupement des Caisses Populaires des Voyageurs) • The newspaper *Le Goût de Vivre*

### Benefits

This growing cooperative, managed by young people, will serve as an example for all of Simcoe County. • The Francophone high schools in the region will be made aware of the benefits of the “Introduction to Business” program in order to develop these types of initiatives.

## GENERAL ESTATES OF GREATER SUDBURY

### Description

For more than a year now, the Francophone community of Greater Sudbury has been working to assess its general development. In November 2008, a major gathering of the

general estates identified a common objective, increasing the vitality of Francophones. The work completed by the various sectoral working groups resulted in logic models that will be used in each of the priority sectors.

### RDÉE’s Role

RDÉE Ontario supported the initiative by assuming a large segment of the logistical responsibilities and the management of human and financial resources, including a contribution agreement granted by the Ontario Trillium Foundation to pay for initiative coordination. This support allowed the Association canadienne-française de l’Ontario (ACFO) du Grand Sudbury to put forth the initiative *La francophonie, j’en fais partie. Mettons l’accent sur Sudbury*.

### Key Partners

Heritage Canada • FedNor • Ontario Minister of Training, Colleges and Universities • Collège Boréal • Laurentian University • Centre de santé communautaire du Grand Sudbury • City of Greater Sudbury • Carrefour francophone de Sudbury • Association canadienne-française de l’Ontario du Grand Sudbury • Ontario Trillium Foundation

### Benefits

This approach has fostered the cooperation of hundreds of Francophones in eight priority sectors. • Each of the sectors is now governed by a logic model targeting final results. • Logical collaboration and partnership links have been developed.

## HEARST COMMUNITY FOUNDATION

### Description

Given the popularity of community foundations as a sustainable development tool in Northern Ontario communities, this project seeks to develop an endowment fund that would support the completion of community projects. The Hearst Community Foundation wants to strengthen its communities and the surrounding areas by providing organizations with annual funding to help them consolidate financially and lessen their dependence on government programs.

### RDÉE’s Role

The role of RDÉE Ontario was to support the proponent in its steps to establish a foundation and to help the stakeholders involved in its creation.

### Key Partners

Hearst Economic Development Corporation • Ontario Trillium Foundation • Northern Ontario Heritage Fund Corporation • Nord-Aski Community Futures Development Corporation

### Benefits

The subsidies allocated each year by the Hearst Community Foundation generate considerable long-term economic benefits. The amounts allocated to an array of organizations make it possible to implement a variety of initiatives that contribute to collective vitality.



Several municipal and provincial authorities surround Glengarry–Prescott–Russell MP, Pierre Lemieux.



The team of young people who initiated the first school cooperative in Ontario.



General Estates coordinator, Yves Doyon, explaining the initial work of the sectoral working groups at the Francophones meeting in Sudbury in November 2008.

# NB

NEW BRUNSWICK

No fewer than 70 projects supported, 600 partnership agreements, investments of \$4,740,000 in cash and \$1,675,000 in kind: those are the results of work done by RDÉE Nouveau-Brunswick over the last year.

## AGRO-FORESTRY FORUM

### Description

This forum was held in Shippagan, in the Acadian Peninsula, and drew more than 60 people.

### RDÉE's Role

The RDÉE NB sat on the working committee, supplied resources, helped organize the forum and contributed to promoting it.

### Key Partners

Entreprise Peninsula • New Brunswick Department of Agriculture and Aquaculture • Fédération des producteurs de bleuets sauvages de la Péninsule acadienne • Association des producteurs d'arbres de Noël de la Péninsule acadienne • Université de Moncton, Edmundston Campus (Forestry Faculty) • Coopérative de développement régional – Acadie • New Brunswick Agricultural Council • Agriculture and Agri-Food Canada (cooperative development initiative) • Private partners

### Benefits

Participants were given a general introduction to agro-forestry and learned about the opportunities involved in non-timber forest products. • The participants are working on creating a cooperation roundtable in order to implement an agro-forestry concept in the region.

## KNOWLEDGE-BASED ECONOMY STRATEGY FOR THE FRANCOPHONE AND ACADIAN COMMUNITIES OF NEW BRUNSWICK

### Description

RDÉE NB and its partners unveiled a knowledge-based economy strategy for the Francophone and Acadian communities of New Brunswick, the first of its kind in Canada. The initiative includes a three-year action plan that focuses on strengthening human, technological, organizational and social capital.

### RDÉE's Role

RDÉE NB initiated this innovative process and is responsible for this file.

### Key Partners

Province of New Brunswick • Institut canadien de recherche en politiques et administration publiques • Université de Moncton, Shippagan Campus • Centre international de développement de l'inforoute en français • Network of New Brunswick Community Colleges • Collectivité ingénieuse de la Péninsule acadienne • Conseil économique du Nouveau-Brunswick • Industry Canada • Thermopak • Isabelle Butler Consultante • Systèmes Sentinel Ltd • Excell-Pro

### Benefits

This large-scale process will strategically position the Francophone knowledge-based economy in New Brunswick. It will make it possible to direct concerted efforts of sector stakeholders for years to come. • The initiative will also help increase knowledge of the potential of the knowledge-based economy in the community.

## PARTNERSHIP AGREEMENT BETWEEN THE PROVINCE OF NEW BRUNSWICK AND RDÉE

### Description

The Government of New Brunswick and RDÉE NB have signed a partnership agreement in order to implement the Francophone knowledge-based economy strategy in New Brunswick.

### RDÉE's Role

RDÉE NB initiated this partnership agreement.

### Benefits

This partnership will increase community access to provincial government resources and will facilitate action plan implementation.

## COOPERATIVE MOVEMENT – PILOT PROJECT: COOPÉRATIVE JEUNESSE DE SERVICES

### Description

The implementation of a work cooperative for school-aged children facilitated by post-secondary students and supervised by a committee of adult mentors.

### RDÉE's Role

RDÉE NB provided resources and worked closely in designing the project and drafting funding applications, in addition to participating in the organization of an awareness-raising activity and in staffing the project coordinator position.

### Key Partners

Coopérative de développement régional – Acadie • New Brunswick Department of Post-Secondary Education, Training and Labour

**RDÉE**  
Nouveau-Brunswick



Agro-Forestry Forum participants



Cover page of the provincial strategy on the knowledge-based economy.



NOVA SCOTIA

- Entreprise Peninsula • Comité Succès Jeunesse – Péninsule acadienne • Réseau des Complexes jeunes multifonctionnels • Regroupement québécois pour la coopération du travail • Réseau de la coopération du travail du Québec

### Benefits

A local committee was created: it is expected to launch the first Coopération jeunesse de services (CJS) in the summer of 2009. • The CJS will instil in young people an awareness of their capacities and their collective responsibility by pooling their resources to offer an array of services to the community during the summer.

### CONFERENCE BEFORE THE CONGRÈS MONDIAL ACADIEN 2009: "LA PÉNINSULE VOUS ACCUEILLE" [WELCOME TO THE PENINSULA]

#### Description

The purpose of the event was to educate tourism businesses and residents on the importance of hospitality prior to the Congrès mondial acadien 2009. The mayor of Québec City, Mr. Régis Labeaume, was the guest speaker.

#### RDÉE's Role

RDÉE NB was the main organizer of this conference.

#### Key Partners

Association touristique de la Péninsule acadienne • Congrès mondial acadien 2009 • Entreprise Peninsula • New Brunswick Department of Tourism and Parks • Rural Secretariat (Government of Canada) • Bureau du Québec dans les Provinces atlantiques • Municipality of Caraquet • Forum des maires de la Péninsule

acadienne • New Brunswick Community College - Campus de la Péninsule acadienne • Super 8 Motel • DPG Communication

#### Benefits

Increased feeling of pride and a sense of belonging to the community with the approach of the Congrès mondial acadien 2009.

### THE RÉSEAU ACADIEN DES INTERVENANTS POUR L'EMPLOYABILITÉ (RAIE)

#### Description

In May 2008, Nova Scotia Acadian community adopted a new working method given the creation of the provincial Department of Labour and Workforce Development. The RAIE is gathering labour development and employability stakeholders from Nova Scotia's Acadian community.

#### RDÉE's Role

The network is supported by RDÉE Nouvelle-Écosse and its designated organization, the Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ), for the continuity of administrative services and decision-making mechanisms.

#### Key Partners

Fédération acadienne de la Nouvelle-Écosse • Université Sainte-Anne • Équipe d'alphabetisation Nouvelle-Écosse • Conseil scolaire acadien provincial • Centre d'aide en affaires et en entrepreneuriat • Nova Scotia Department of Labour and Workforce Development • Nova Scotia Department of Economic and Rural Development • Office des affaires acadiennes de la Nouvelle-Écosse • Nova Scotia Office of Immigration • Human Resources and Skills Development Canada • Representatives from the private sector

#### Benefits

The Department of Labour and Workforce Development funded a few start-up projects in the Acadian and Francophone community for



Group of young participants during the Coopération jeunesse de services information day.



Part of the crowd attending the Péninsule vous accueille conference.



a total amount of \$150,000 for private sector action and surveys on the labour market and literacy.

## SECOND GENERATION OF COMMUNITY PROFILES AND PLANS

### Description

After an initial process of community economic development (CED) in 2005, the RDÉE Nouvelle-Écosse team began a second process in April 2008.

In October 2008, community profiles were published on the five Francophone and Acadian communities (Argyle, Clare, Chéticamp, Isle Madame and Halifax), with more complete data than what was published in 2005. At the end of 2008, five community forums were held in these communities in order to identify development projects and initiatives.

The five 2009-2014 community plans were published in March 2009. These plans are meant to be a roadmap for the challenges facing the province's Francophone and Acadian community, its development spaces, its identity and its Acadian culture, its organizational capacities and its leadership. They list the evaluation indicators to measure progress and the results sought.

### RDÉE's Role

Responsible for the new CED process, assisting and consulting the Acadian and Francophone communities in the search for new economic development and job creation projects.

### Key Partners

Human Resources and Skills Development Canada • Community steering committees • Société Saint-Pierre (Chéticamp) • Centre communautaire culturel La Picasse (Isle Madame) • Conseil communautaire du Grand-Havre (Halifax Regional Municipality) • Société acadienne de Clare (Clare) • Conseil acadien de Par-en-Bas (Argyle)

### Benefits

Five community profiles and five 2009-2014 community plans are now available. • The identification of at least 50 new economic development and job creation projects for Nova Scotia that will be studied and potentially implemented over the next five years.

## NEW TRAINING PARTNERSHIP BETWEEN FRANCOPHONE AND TOURISM ORGANIZATIONS

### Description

The Nova Scotia Tourism Human Resource Council (NSTHRC) and the Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ) signed a collaboration agreement in November 2008 to become partners in providing French labour training for the Nova Scotia tourism sector, focusing on Acadian tourism. The tourism industry employs approximately 40,000 people in Nova Scotia.

### RDÉE's Role

The CDÉNÉ, the sponsoring organization of RDÉE Nouvelle-Écosse, is a partner.

### Key Partner

Nova Scotia Tourism Human Resource Council

### Benefits

The two organizations will share information on their respective programs, initiatives, projects and services to promote labour training in the tourism sector. Thanks to this partnership, the businesses, teaching establishments and economic development organizations will be able to access the various French programs and services offered by the NSTHRC.



A meeting of the Chéticamp region steering committee in February 2009 with Yvon Samson, RDÉE Nouvelle-Écosse Manager. The steering committee is directing the steps leading to the community plan.



The first step for this second CED process in Nova Scotia was the publication of the community profiles for the five Acadian and Francophone regions of Nova Scotia.

# PEI

PRINCE EDWARD ISLAND

## COMMUNITY ECONOMIC DEVELOPMENT PLAN

### Description

In follow-up to the five-year strategic development plan (Plan Vision) for the Acadian and Francophone community, which is coming to a close, PEI stakeholders have developed a three-year economic development plan that will be an integral part of the community's overall plan. The process was undertaken by a three-party steering committee (federal-provincial-community). Consultants conducted a series of consultations with individuals and organizations from one end of the province to the other to assess the economic situation in the province's communities. The three-year plan (2009-2012) that was prepared focuses on three major strategic orientations: human capital, jobs and investment, then organizational efficiency. It also suggests an alignment with the priority sectors identified by the province (aerospace, life sciences, ICTs and renewable energy) so that the French-speaking community may benefit fully from the business opportunities that will present themselves in these sectors.

### RDÉE's Role

Co-leader, with the Société Saint-Thomas-d'Aquin, in the project's development and coordination.

### Key Partners

Atlantic Canada Opportunities Agency • Prince Edward Island Acadian and Francophone Affairs Division • Société Saint-Thomas-d'Aquin • Collège Acadie Î.-P.-É. • Société de développement de la Baie acadienne • The consulting firms Shift Central, X.O. Consultants and Ronald Bisson & Associés

### Benefits

Prince Edward Island's Acadian and Francophone community now has a CED Plan to guide its progress over the next three years. It knows what path to take to ensure its development.

## TRADE WITH THE MAGDALEN ISLANDS

### Description

RDÉE Île-du-Prince-Édouard undertook one of the pilot projects of the *Canada-wide Francophone Economic Space*, initiated jointly by RDÉE Canada and the Réseau des SADC du Québec. Its purpose was to organize trade between Prince Edward Island and the Magdalen Islands. The provincial RDÉE therefore established ties with the SADC des Îles in order to organize two economic missions. To start, seven entrepreneurs and business people from the Magdalen Islands came to Prince Edward Island to develop contacts and explore business opportunities, to sell their products, purchase materials or develop other types of partnerships. Magdalen Islands participants were from the fields of fibreglass boat construction, crab processing, small-fruit wine production, show productions and artistic development, tourism promotion as well as the bakery and restaurant sectors. Five entrepreneurs from Prince Edward Island, along with two RDÉE officers, later visited the Magdalen Islands for the same type of meetings. The Acadians who visited the Magdalen Islands operate mainly in the fields of tourism, manufacturing (clothing), the visual arts, institutional heating and freezing.

### RDÉE's Role

Project Coordination

### Key Partners

SADC des Îles-de-la-Madeleine • Prince Edward Island Acadian and Francophone Affairs Division • Entrepreneurs from Prince Edward Island and the Magdalen Islands

### Benefits

Entrepreneurs from both regions have established new contacts and some have discovered new markets for their products and/or potential suppliers. Both groups indicated that the results from their mission exceeded their expectations.



Development officers Giselle Bernard (left) and Nicole Drouin show the new 2009-2012 Community Economic Development Plan, which will be used by the Acadian and Francophone communities from one end of the province to the other.



Members from the Prince Edward Island delegation on an exploratory mission to the Magdalen Islands in June 2008.



NEWFOUNDLAND AND LABRADOR

## DESTINATION CANADA 2008 / JOB CREATION SUPPORT

### Description

Employment forum that offers a large pool of competent workers in various fields in France and Belgium who are interested in coming to Canada to work.

### RDÉE's Role

Approach employers in Newfoundland and Labrador to compile job offers to be promoted in France and Belgium.

### Key Partners

Citizenship and Immigration Canada • Newfoundland and Labrador Office of Immigration and Multiculturalism • Fédération des francophones de Terre-Neuve et du Labrador • Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador • Labrador-Grenfell Regional Health Authority • Labrador Rewinding • Infotech Solutions

### Benefits

Promotion of the province and 20 exciting job offers in health, education, advanced technology and mining. • 800 people were interviewed and 150 résumés selected. • One person was hired at RDÉE TNL and eight applications examined to fill teaching positions.

## 2009 COMMUNITY PROFILES FOR FRANCOPHONE REGIONS

### Description

Prepare detailed assessments of the province's Francophone regions, validated and adopted by the community, in order to create projects that promote economic and sustainable development.

### RDÉE's Role

Update the data from the three community profiles based on new data from Statistics Canada and key interviews with various sectors covered in each profile.

### Key Partners

Service Canada • Association francophone du Labrador • Association régionale de la côte Ouest • Association communautaire francophone de Saint-Jean • Statistics Canada

### Benefits

Increase in the Francophone community's capacity to take action in planning human resources and economic development. • These profiles are an essential tool for the various levels of government and for the community in order to start projects aimed at economic growth in their area.

## PLACE AUX JEUNES DE TERRE-NEUVE-ET-LABRADOR

### Description

Project that fosters the migration, settling and retention of young people in rural areas

### RDÉE's Role

Promote a transfer of expertise from Place aux jeunes du Québec and create an advisory committee with members of the Association régionale de la côte Ouest and Franco-Jeunes to help guide project activities.

### Key Partners

NLL Department of Human Resources, Labour and Employment • NLL Department of Innovation, Trade and Rural Development • Secrétariat aux affaires intergouvernementales

canadiennes • Association régionale de la côte Ouest • Conseil scolaire francophone de Terre-Neuve-et-Labrador • Franco Jeunes de Terre-Neuve-et-Labrador • Place aux jeunes du Québec

### Benefits

Preventing the exodus of young people to urban centres. • Making the 18-35 demographic aware of good employment opportunities in the region. • Strengthening teen sense of belonging to their community. • Results of the Cooperation and Exchange Agreement between the Government of Quebec and the Government of Newfoundland and Labrador with respect to the Francophonie.

## 2009-2010 TOURISM GUIDE FOR NEWFOUNDLAND AND LABRADOR AND SAINT-PIERRE ET MIQUELON

### Description

An excellent addition to the province's *Traveller's Guide*, this guide is a useful travel tool for efficiently planning a stay in Newfoundland and Labrador. The guide provides unique photos and offers something new, including the Guide Images section and four itinerary suggestions. Forty thousand copies were distributed in Canada, France, Belgium and North Africa.

### RDÉE's Role

Manage the tourism guide's production.

### Key Partners

NLL Department of Tourism, Culture and Recreation • Atlantic Canada Opportunities Agency • Canadian Heritage • Comité régional du tourisme de Saint-Pierre et Miquelon



Richard Martin, Immigration Coordinator, Fédération des francophones de TNL and MaryAnn Scanlon, NLL Office of Immigration and Multiculturalism, at Destination Canada 2008.

# YK

YUKON

## Benefits

Fills a void in the publication of French promotional documents in the province. • Delights a growing number of Francophone visitors to Newfoundland and Labrador. • Promotion of Francophone regions and the proximity with Saint-Pierre et Miquelon.

## INCREASE THE IMPACT OF FRANCOPHONE TOURISTS ON THE YUKON'S ECONOMY

### Description

It is essential that promotional activities be undertaken to position the Yukon in Francophone tourism markets (Quebec and France) and to stimulate the economic impact of these markets on the territory's tourism industry in addition to facilitating the employability of bilingual people.

### RDÉE's Role

Thanks to partnerships developed with the territory's principal tourism stakeholders, ensure French tourism promotion in Francophone markets at large tradeshows such as Top Résa, the largest tradeshow for tourism professionals in France, the Salon des véhicules récréatifs à Montréal and the Salon MAP – Le monde à Paris.

### Key Partners

Government of Yukon (Tourism and Culture, French Language Services Directorate) • Department of Indian and Northern Affairs Canada • PR Services Ltd. • Canadian Tourism Commission • Tourism Industry Association Yukon • The private tourism industry

### Benefits

Organization of a fact-finding tour for the Canadian destination management company Parcours Canada (July 2008). • Organization of a media tour for a journalist (September 2008). • Publication of four French pages on the Francophone community in the Yukon in the Whitehorse attractions and services guide. Direct promotion, in Quebec and in France,

with more than 2,500 potential visitors and 50 tourist travel organizers specializing in Canada.

## YOUTH EMPLOYABILITY: FROM PLACE AUX JEUNES TO DIRECTION YUKON

### Description

The recruiting program Direction Yukon (based on the pilot project Place aux jeunes – Yukon en expérimentation de 2005 à 2008) was created to increase the number of bilingual, qualified workers in the Yukon and promote the return of young Yukon natives back to the territory.

### RDÉE's Role

Ensure French promotion with job seekers and maintain contact with young Francophone Yukon residents getting their post-secondary education outside the territory (Web site: [www.direction-yukon.ca](http://www.direction-yukon.ca), conferences in schools with tourism and hotel services programs, participation in bilingual job fair in Vancouver and the Salon Emploi Formation in Montréal). • Ensure that recruiting Francophone candidates is considered by sitting on an advisory committee created by the Government of Yukon. • Help young Francophones in their quest to create a business.

### Key Partners

Government of Yukon (Economic Development) • Service d'orientation et de formation des adultes • Carrefour d'immigration Crossroad Yukon • Société des immeubles franco-yukonnais • Association franco-yukonnaise • Yukon WorkinfoNet • Employment Central • däna Näye Ventures • Business Development Bank of Canada • Canada-Yukon Business Service Centre



Yukon entrepreneurs attending the Top Résa tradeshow in Paris in September 2008.

# NW

NORTHWEST TERRITORIES

## Benefits

Migration of thirty or so young Francophones who found summer employment in the tourism industry in 2008. • Return of most of the young people getting their post-secondary education outside the territory to take summer jobs in Yukon in 2008. • Direct promotion with more than 1,000 job seekers at the Salon d'emploi à Montréal in March 2009. • Assistance in Francophones creating nine businesses. • Opening of 31 files, including 18 from immigrants.

## A YEAR OF NETWORKING

### Description

Define the needs and expectations of Francophone entrepreneurs in the Yukon and increase the visibility of RDÉE Yukon.

### RDÉE's Role

Organize a networking activity for tourism entrepreneurs. • Plan monthly visits with Francophone entrepreneurs in the Yukon. • Create a monthly newsletter to inform its clients of RDÉE Yukon actions as well as other economic news.

### Key partners

Francophone entrepreneurs in the Yukon • Association franco-yukonnaise • L'Aurore boréale

### Benefits

Increase in the credibility and visibility of the organization with its partners, the Yukon Francophone community and entrepreneurs.

## STUDY ON EMPLOYABILITY SERVICES

### Description

Evaluation of needs in terms of employability services offered in French in the Northwest Territories (NWT).

### RDÉE's Role

The Conseil de développement économique des Territoires du Nord-Ouest (CDÉTNO), which encompasses the RDÉE TNO, coordinated discussion groups and surveys in support of the consultant's work.

### Key Partner

Government of the Northwest Territories

### Benefits

The study recommends the creation of a permanent centre that can offer employability and labour recruiting services in French everywhere in the NWT, to be funded by the territorial government.

## ECONOMIC INTEGRATION OF YOUNG PEOPLE

### Description

A pilot project of the Jeunes Entreprises program in Yellowknife and Hay River. Twenty-three courses on entrepreneurship and business start-up took place over the school year.

### RDÉE's Role

The CDÉTNO will adapt the educational materials and provide support to the teachers.

### Key Partners

École Boréale in Hay River • École Allain St-Cyr in Yellowknife • Commission scolaire francophone TNO

## Benefits

Awareness among students regarding the realities of entrepreneurship • This initiative resulted in the creation of a mini-business at the École Allain St-Cyr to pay their end-of-year travel costs.

## THE FIRST SEMAINE DE LA PME À YELLOWKNIFE

### Description

Practical workshops for entrepreneurs and promoting entrepreneurship.

### RDÉE's Role

The CDÉTNO implemented and coordinated an organizing committee composed of five economic organizations.

### Key Partners

Northwest Territories Business Development and Investment Corporation • Northwest Territories Department of Education, Culture and Training • Northwest Territories Department of Industry, Tourism and Investment • Akaitcho Business Development Corporation

### Benefits

Acquisition of skills and networking opportunities for participating entrepreneurs. • Increased CDÉTNO visibility among new partners. • Visibility for SMEs in the NWT.

## TRADE BETWEEN QUEBEC AND THE NWT

### Description

Knowledge transfer between SADC Centre-de-la-Mauricie and CDÉTNO, in addition to a study for developing sustainable partnerships between Quebec and NWT entrepreneurs.



Salon des véhicules récréatifs à Montréal in March 2009.



Ascados, a business created by young people at the École Boréale in Yellowknife, during an entrepreneurial activity. (Photo: the newspaper L'Aquilon)



NUNAVUT

### RDÉE's Role

Educate entrepreneurs from both regions on the economic markets in the NWT and Quebec so they can increase their investments and their trade.

### Key Partners

SADC Centre-de-la-Mauricie • Government of Quebec

### Benefits

Several businesses in both regions have said they are interested in trade in a dozen or so different sectors (renewable energy, industry, services, etc.) and both organizations have agreed to facilitate making contact.

## FIRST NWT ENTREPRENEURSHIP COMPETITION

### Description

Territory-wide competition to honour Francophone entrepreneurs. An "NWT Special" category has been created to encourage entrepreneur artists.

### RDÉE's Role

The CDÉTNO is managing the event.

### Key Partners

Chef Pierre's Catering & Rental Services • First Air • Capital Suites • Diavik Diamond Mine • Shoppers Drug Mart • Outcrop Communications Ltd.

### Benefits

Highlighting the contribution of Francophones to the NWT economy and increasing the pride of NWT Francophones. Winners will also get

a national impact by representing the NWT in the RDÉE Canada competition, Les Lauriers de la PME.

## SOLID PARTNERSHIPS!

### Description

There were very positive results from the tourism marketing campaign in the Francophone markets. The CDÉTNO is redoubling its efforts to increase and strengthen the number of partnerships in these markets.

### RDÉE's Role

The CDÉTNO will promote the benefits of the marketing campaign with the community and key partners.

### Key Partners

Department of Indian and Northern Affairs Canada • Human Resources and Skills Development Canada • Northwest Territories Tourism

### Benefits

For the first time, Northwest Territories Tourism contributed financially to the 2008-2009 campaign and the CDÉTNO worked closely with four new travel organizers in developing tourism packages and products.

## CULTURAL TOURISM

### Description

The main product of Nunavut's Francophone community is soft adventure tourism, provided by the community destination management agency *Odyssee Nunavut*; it consists in bringing French-speaking tourists to share the daily lives of Inuit families and visit the rich tundra.

### RDÉE's Role

In 2008-2009, RDÉE Nunavut continued to support concept development, training families and promoting the product with targeted audiences (notably by organizing a territorial conference, adopting an action plan, establishing beneficial ties with the French media, hosting the *Soirées boréales* event in Montréal and a travel tradeshow, updating the Internet site and publishing brochures).

### Key Partners

Association des francophones du Nunavut • *Odyssee Nunavut* • Department of Indian and Northern Affairs Canada • Nunavut Department of Economic Development and Transportation • Parks Canada • Canadian Tourism Commission • Espace culturel inuit • Nunavut Tourism • Canadian North • Municipality of Iqaluit, Hamlets of Qikiqtarjuaq, Kimmirut and Chesterfield Inlet • Guides, outfitter, suppliers • Media, including Roadbook, Thalassa and Voir

### Benefits

Expansion (in Quebec, France and Italy) of the Destination Nunavut tourism guide's impact. • Growth in the number of French-language tourists and the duration of their stay in Nunavut (growth generated by *Odyssee*



Two winners of the NWT Entrepreneurship Competition: Doug Richie, representing his spouse France Benoit (artistic business); Pierre LePage, master of ceremonies, and Daryl Dolynny (specialized services business).



*Nunavut*, in terms of the number of days spent in the territory by all tourists, was 43.6% last year). • Acquisition of tourism skills by outfitters, guides and Inuit families.

## THE CONSEIL DE COOPÉRATION: A NEW ECONOMIC STAKEHOLDER

### Description

After analyzing the results of a survey and impact studies, a new player will appear on the economic landscape of Nunavut: the Conseil de coopération du Nunavut (CCN) will soon be taking over the reigns of files that until now had been assumed by the Association des francophones du Nunavut on the economic development front, including those of RDÉE Nunavut.

### RDÉE's Role

It held an executive role in discussions.

### Key Partners

Association des francophones du Nunavut  
• Odysée Nunavut

### Benefits

Expansion of the Franco-Nunavut association network • Reorientation of volunteering in Franco-Nunavut institutions (stakeholders interested exclusively in the economic sector can now join the CCN).

## FIVE-YEAR PLAN AND CARREFOUR DE LA FRANCOPHONIE

### Description

For 2009-2014, members of the Association des francophones du Nunavut have adopted specific Directions and objectives, notably in terms of economic development. They have

also approved the construction of a Carrefour de la francophonie in Iqaluit.

### RDÉE's Role

For years now, RDÉE Nunavut has been working to develop this area so central to Franco-Nunavut vitality.

### Key Partners

Association des francophones du Nunavut  
• Municipality of Iqaluit • Department of Indian and Northern Affairs Canada • Nunavut Department of Economic Development and Transportation

### Benefits

Demonstration of the democratic character of the association network's management.  
• Determination of a clear direction in terms of management, communication, economic development and culture. • Nearing a consensus on the fate of the Carrefour de la francophonie.

## TABLE DE COOPÉRATION DES FRANCOPHONIES NORDIQUES

### Description

The creation of the *Table de coopération des francophonies nordiques*, also called Table 867, was one of the highlights of 2008. Until now composed of organizations representing the three Francophone communities of the Great North (Yukon, Northwest Territories, Nunavut), this virtual structure intends to operate in all areas that are of common interest, including socio-economic development. Within this perspective, it will adopt a five-year action plan consisting of some 23 objectives and 65 actions covering all three territories.

### RDÉE's Role

RDÉE Nunavut was a catalyst in creating Table 867, notably in terms of analyzing the issues.

### Key Partners

Association des francophones du Nunavut  
• Association franco-yukonnaise • Fédération franco-ténoise

### Benefits

Increase in the volume and quality of communications among the territories. • Increase in the number of partners in economic development. • Optimization of the energies and resources put forth by the partners. • Establishment of an influential representative for the three territories in the socio-economic development of the Francophone Great North.



Dog sleigh and two magnificent icebergs



The Soirées boréales event held in Montréal in November 2008