



***Nova Scotia's Acadie:  
strong, empowered, and prosperous!***

# **COMPREHENSIVE DEVELOPMENT PLAN 2009-2014**

**September 2009**

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## Preamble

The Fédération acadienne de la Nouvelle-Écosse (FANE) consists of a group of regional, provincial and institutional French-language organizations committed to promoting the overall development and growth of Nova Scotia's Acadian and francophone community.

In essence, the FANE acts as the official spokesperson for Nova Scotia's Acadian and francophone community sector. Its mission is to ensure the linguistic, cultural, economic, social, and political survival of the Acadian and francophone community. The FANE strives to promote the common interests of Nova Scotia's francophone population and to coordinate the province's francophone associations, institutions, societies, and organizations.

A preferred means of carrying out this mission is to rally this network of Acadian and francophone associations around a Comprehensive Development Plan (CDP) for the community. This plan consists of a profile of major trends in the community in the form of fundamental issues, a shared vision for the community, and common strategic outcomes and desired impacts. It aims to empower or foster collective responsibility for ensuring the **vitality** and **future** of the Acadian and francophone community.

In a cooperative agreement between the Department of Canadian Heritage and Nova Scotia's Acadian and francophone community sector, represented by the Fédération acadienne de la Nouvelle-Écosse, the following shared commitments have been made:

- *To work together to achieve shared goals and objectives;*
- *To support comprehensive community-driven sustainable development;*
- *To promote awareness and understanding of the contributions that each makes to Canadian society.*

On behalf of Nova Scotia's Acadian and francophone community sector, the FANE has agreed, among other things, to:

- *Continue to determine important or emerging issues and trends in the communities;*
- *Recognize the need to establish an open, informed, and sustained dialogue within the Acadian and francophone community sector so that the community may:*
  - *Articulate a common vision with respect to its overall development and a series of strategic priorities, in the form of a **Comprehensive Development Plan**; and consequently to*
  - *Make the choices required so that the Acadian and francophone community sector is accountable for the results set out in this Plan.*

In keeping with its mission and this commitment, the FANE has sought to create conditions that foster the development of a dynamic CDP, which would act as a rallying point within its network of member organizations. The FANE realizes that every voice counts when drawing up a comprehensive development plan so that it clearly reflects the needs to be met and the challenges to be tackled, so that all constituents of the community from every corner of the province can progress toward achieving their full potential.

When it organized the development of the CDP, the FANE invited all its members to take part in the process. The FANE's members are:

- 14 provincial organizations;
- 10 regional organizations;
- Two institutional organizations.

The FANE's governance is ensured by the Conseil provincial des membres (CPM) [provincial council of members] consisting of one representative from each member organization, usually the president. The CPM is mandated with the final approval of the CDP.

The FANE commissioned the *Centre canadien de leadership en évaluation* (CLÉ) to mentor it through this process of producing the CDP. The CLÉ is a non-profit organization whose mission is to contribute to the vitality of Canada's francophone community. The organization carries out this mission by delivering organizational development, leadership, and assessment services.

## Glossary

This glossary defines certain terms or expressions used in this Comprehensive Development Plan for Nova Scotia’s Acadian and francophone community.

Expression	Definition
<b>Technical analysis of the CDP</b>	An analysis of the desired outcomes and performance indicators focused on the following components: feasibility, measurability, effectiveness, and amendment of the CDP as required
<b>Enhance</b>	Promote the value or improve the Comprehensive Development Plan.
<b>Forum</b>	Broad-based area in which major work is to be carried out
<b>Effectiveness</b>	Extent to which an organization, policy, program, or initiative produces the anticipated outcomes – <i>Doing the right things</i>
<b>Efficiency</b>	Extent to which an organization, policy, program, or initiative produces the anticipated outputs, in relation to the expenditure of resources – <i>Doing things well</i>
<b>Issues</b>	Situations or trends that prompt a response because they could have a positive or negative influence on the development of Nova Scotia’s Acadian and francophone society
<b>Reluctant francophones [francogènes]</b>	People in the community who are reluctant to present themselves as francophones or who do not participate in organized activities to encourage the Acadian culture and the French language
<b>Comprehensive Development Plan (CDP)</b>	<b>A strategic plan</b> for the development of Nova Scotia’s Acadian and francophone community, drawn up jointly by the FANE and members of <b>Nova Scotia’s network of Acadian and francophone organizations</b>
<b>Strategic planning (Strategic plan)</b>	Long-term decision-making process by which an organization determines its strategic focus and the courses of action designed to ensure that these strategies are implemented
<b>Guiding principles</b>	The basic rules that govern the operation of a group – Way of doing business favoured by Nova Scotia’s Acadian and francophone society and that it would like to be used going forward
<b>Nova Scotia’s network of Acadian and francophone organizations</b>	<b>The network of member organizations</b> consists of organizations that exist for the public benefit, are independent, do not distribute profits to their members, and are heavily dependent on volunteers. No one is required to belong to or participate in these organizations, and the organizations are institutionally independent and separate from official government and private-sector structures. Although several organizations in the network of francophone associations have salaried employees to carry out their work, all depend on volunteers, at least for their board of directors.

Expression	Definition
<b>Shared community outcomes</b>	Outcomes linked to the issues identified which affect the community as a whole. The results that must be achieved if the community wants to achieve its <b>shared vision</b> .
<b>Strategy</b>	The sum of the objectives and methods chosen that guide an organization's activities over the medium and long terms, with a view to influencing its environment.
<b>Cooperative web</b>	The cooperative web defines the evolving links between key players and groups that participate in the execution, implementation, management, and ongoing and summative assessment of the CDP.
<b>Core values</b>	The shared motivations, beliefs, and convictions promoted by the Acadian and francophone society, and will guide its decision making.
<b>Shared vision</b>	A statement endorsed by members of the <b>network of organizations</b> that expresses where the Acadian and francophone community wants to be in five years.

## Scope of the Comprehensive Development Plan

Some Acadian and francophone organizations and institutions do not work directly, or solely, with the Department of Canadian Heritage, but do nonetheless contribute to development of the Acadian and francophone community.

To improve or transform education, health, the economy, safety and the environment, and culture, the community sector forum provides an opportunity for dialogue that ensures as a group, all of the architects of community development see to the articulation of the province's Acadian social blueprint [*Projet de société acadienne*] within the Comprehensive Development Plan.

Everyone's growth, success, and future depend on the success of all other organizations and institutions, and of all citizens.

## Methodology

Before determining where we are going, we must look at where we have come from. In preparation for drawing up the CDP, the Centre canadien de leadership en évaluation (CLÉ) drafted a discussion paper for participants of the first community forum on December 6, 2008. In addition to presenting the major achievements and initiatives of the preceding five years, the document presents a profile of the community and statistical data that will influence strategic orientations for the next five years.

As part of this first community forum, under the aegis of the steering committee and with the support of the Fédération acadienne de la Nouvelle-Écosse (FANE) staff, more than 45 representatives of Nova Scotia's Acadian and francophone organizations, institutions and networks met in Dartmouth to begin the strategic planning process. Participants conducted group deliberations to identify the major achievements and define the key issues facing Nova Scotia's Acadian and francophone community, with a view to defining the essential transformations within Nova Scotia's francophone community and developing a vision of the community in relation to its development as well as the development of the network of organizations.

The work completed in *Café du savoir* [knowledge café] and the plenary sessions opened a dialogue in which participants defined their values and guiding principles, as well as the shared community outcomes for the 2009-2014 Comprehensive Development Plan.

In this new Comprehensive Development Plan, major forums will provide the focus for rallying members of the network of organizations and coordinating their efforts and resources to ensure that community outcomes are achieved between 2009 and 2014.

The proposed major forums are:

1. Our Acadian and francophone population in Nova Scotia;
2. Our Acadian and francophone environment;
3. Our identity and culture;
4. Our community leadership;
5. Our organizational capacity.

On March 21, 2009, the FANE organized a second community forum to continue the work involved in preparing the 2009-2014 CDP. Focusing on the theme of *moving from intention into action*, the 60 or so participants followed up on the first forum held in December 2008.

Participants attended workshops to identify the strategic targets for achieving the desired community outcomes within each forum. They also discussed tangible approaches for achieving these transformations.

## The past: major achievements

Over the past five years, members of the community forum have accomplished a great deal and have demonstrated an unwavering commitment to developing Nova Scotia's francophonie. Since the 2004-2009 CDP was not supported by an assessment strategy, this section provides a partial illustration of the major achievements and initiatives deemed most important.

The data were compiled from the annual reports of organizations, from press releases and consultations with the FANE as well as from several organizations.

2004
<ul style="list-style-type: none"><li>• First <i>Expo Acadie</i> in August in Halifax</li><li>• Installation of highway signage and displays promoting Acadian regions</li><li>• Third <i>Congrès mondial acadien</i> [World Acadian Congress] is held in Nova Scotia</li><li>• Passage of the <i>French-language Services Act</i></li><li>• The FANE launches its newsletter, <i>La Cadie Jase</i>.</li><li>• <i>Réseau Santé</i> adopts its first strategic plan.</li><li>• Opening of the new <i>Université Sainte-Anne</i> campus in Halifax and introduction of the French as a Second Language program for federal and provincial government public servants</li><li>• Forum on French-language rights and legal services, organized by the AJEFNE</li><li>• The <i>Festival acadien de Clare</i> is granted Signature Event status by the province of Nova Scotia and has since maintained that status.</li></ul>

## 2005

- First community economic forum in March in Halifax
- The eighth edition of the *Gala des prix Éloizes* is held for the first time in Nova Scotia
- International commemoration of the *Grand Dérangement* [Great Upheaval].
- The *Comité directeur sur l'immigration francophone en Nouvelle-Écosse* [steering committee on francophone immigration in Nova Scotia] organizes a tour of the province.
- An immigration project officer is hired.
- The AJEFNE organizes a national strategic consultation on section 530 of the *Criminal Code*.

## 2006

- Adoption of the regulations governing French-language services under the *French-language Services Act*
- The CDÉNE drafts and publishes six community plans.
- Creation of the provincial cultural committee to support CSAP schools and the hiring of cultural facilitators for high schools
- Establishment of the *Conseil consultatif sur le tourisme acadien* [Acadian tourism advisory council]
- Trade mission to Louisiana: *Expo Acadie 2006*
- Merger of the Jodrey Centre (now the *Centre d'aide en affaires et en entrepreneuriat* [business and entrepreneurship assistance centre]) and CDÉNE
- *Forum économique sur l'exode de la main d'œuvre* [economic forum on labour force out-migration].
- The FANE, with the support of the Office of Acadian Affairs, developed the project "*Information, sensibilisation, mobilisation et utilisation des services en français*" [Information, Awareness, Mobilization, and Use of French-language Services].
- First staging of *Frogstock*
- Construction of the entrepreneurship centre at the Church Point campus of Université Sainte-Anne
- Launch of an online legal glossary accessible through the AJEFNE website
- The RANE launched a senior abuse prevention kit and conducted an awareness-raising tour of the province.
- Creation of the Chéticamp economic council representing some 50 entrepreneurs
- The cellular network in the Clare region is upgraded through interventions by the Clare Chamber of Commerce.

## 2007

- Renewal of the agreement with the Department of Education allowing the CSAP to develop academic programs for the French first-language school system
- Official launch of *Radio Halifax Metro*
- Launch of the website: *Le Forum des bénévoles de la Nouvelle-Écosse* [Nova Scotia Volunteer Forum]
- The Office of Acadian Affairs staff tour the province with the FANE to meet with community leaders.
- Provincial forum on health organized by Réseau Santé
- The AJEFNE launches the 44carrieres.com website to promote careers in French in the field of justice.

- Provincial symposium of Nova Scotia francophone seniors clubs on the theme of “seniors serving their community” organized by the RANE
- Creation of a French-language employment assistance service centre under the *Conseil communautaire du Grand-Havre* in partnership with Université Sainte-Anne. This centre is known as *Direction Emploi*.
- Creation of the Argyle region Chamber of Commerce

## 2008

- The CSAP takes on responsibility for managing the *Centre provincial de ressources pédagogiques* (CPRP) [provincial teaching resources centre].
- Signing of the Collaborative Agreement between Nova Scotia’s Acadian and Francophone Community and the Government of Canada
- The *Finale des Jeux de l’Acadie* [Acadian Games finals] held for the first time in Nova Scotia
- CDÉNÉ launches its website dedicated to economic immigration of francophones to Nova Scotia.
- CAAE hires its very first business consultant for Cape Breton.
- Université Sainte-Anne is the only university in Nova Scotia that has posted an increase in undergraduate registration since 2005.
- First *Sommet des arts et de la culture* in Halifax and the hiring of a full-time executive director by the FÉCANE.
- Publication of the first Progress Report on French-language services delivered by the Government of Nova Scotia
- *Université Sainte-Anne* completes phase 1 of the research project to develop innovative technology for growing lobster larvae in a marine environment.
- Launch of *Fricot pour ados*, a series of 10 informational videos on divorce and separation, accessible through the AJEFNE website and on YouTube
- Appointment of bilingual Justice Thomas Cromwell to the Supreme Court of Canada and appointment of another bilingual jurist, Ted Tax, to the Provincial Court and Family Court of Nova Scotia
- Second edition of the *Conte et raconte* project by the RANE. The seniors’ texts are archived at the Acadian Museum in Pubnico.
- Community partnerships in the Chéticamp region contribute to development of many arts and tourism events such as the *Grand Cercle*, *Festival de l’Escaouette*, *Soirée chez Gélas* and publication of the first tourist guide to the Chéticamp region.
- Creation of a tourism officer position by the Municipality of Argyle
- Construction of the Par-en-Bas school community centre begins, with opening scheduled for 2009.
- Construction of the new Clare health centre begins, with opening scheduled for October 2009.
- Radio Richmond community radio station receives major funding for construction of a studio and transmitter site. Opening is scheduled for 2009.
- Start of work to create a business centre on Isle Madame belonging to the LA PICASSE Centre.

## Review of the 2004-2009 CDP

In the 2004-2009 CDP, the community had identified eight files for the following five years. The eight files as well as the current status in terms of anticipated outcomes are shown in the table below.

Rank	Desired outcome	Timeline	Current status
1	CSAP has access to all resources (human and material) required to carry out its mandate.	3 - 5 years	In large part, CSAP has the necessary resources to carry out its mandate, given the challenges imposed by its linguistic and cultural role in the context of Nova Scotia's school system.
2	A community economic development plan is drawn up for each of Nova Scotia's Acadian regions.	2004-2005	Six community plans were published in 2006 by the CDÉ.NÉ.
3	There is a strategy / process for training, recruiting, and retention of healthcare professionals in Acadian communities.	3 - 5 years	<b>Réseau Santé-N.É.</b> is working closely with its partners to influence development of strategies for: a) recruiting for training and for practice; b) retention; c) continuing education of healthcare professionals in Acadian communities.
4	Acadians know their history and feel a strong sense of pride in and belonging to their culture.	2004-2005	Celebrations marking the 400 <sup>th</sup> anniversary of Acadie and the 250 <sup>th</sup> anniversary of the deportation
5	People have a keen interest in the French language and Acadian culture.	3 - 5 years	<i>Sommet des arts et de la culture</i> in 2008. Success of several summer festivals across the province. Increased number of school community centres
6	The Government of Nova Scotia passes legislation regarding municipal and provincial government services in both official languages.	5 - 7 years	The <b>French-language Services Act</b> was passed in 2004 and the regulations governing French-language services were passed in 2006.
7	The school system integrates arts and culture.	2004-2005	Creation of a provincial cultural committee in 2006 to support CSAP schools and hiring of cultural facilitators for high schools

8	Acadian regions have the necessary information and communications technology infrastructure to ensure their full-fledged growth and development.	5 - 7 years	Nova Scotia's network of Acadian C@P sites; the multimedia network at Université Sainte-Anne
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## The present: fundamental issues

The Acadian and francophone community is facing escalating issues at the heart of Nova Scotia. These issues pose challenges and opportunities for community leaders. The following issues were identified based on evidence and exchanges at the community forum held on December 6, 2008.

1. Decline and imbalance in the demographic weight of Nova Scotia's Acadian and francophone communities
2. Dispersal and differing geographic realities in regions across the province
3. Seniors constitutes a critical mass and strengthens the francophone presence in Nova Scotia.
4. Service needs of an ageing Acadian and francophone population
5. Declining youth population due to out-migration and declining birth rates
6. Decline in French spoken in the home
7. Need to increase the sense of belonging and pride in the francophonie
8. Lack of cultural consistency (school/community)
9. Shortage of skilled workers in several sectors, including trades and education, healthcare, and justice professionals
10. Decline in the number of French speakers in Nova Scotia (assimilation)
11. Low number of secondary and postsecondary certificates and diplomas among the Acadian and francophone labour force
12. High level of illiteracy

13. Shortage of stable, well paid jobs in the regions
14. Lack of economic diversification
15. Insufficient offer and requests for French-language services in the public and private sectors
16. Lack of technical training offered in French
17. Volunteer burnout and lack of training
18. Communication challenges between the community organizations and citizens in the field

## **The future: aspirations for renewal in the 2009-2014 CDP**

Faced with these issues, the Acadian and francophone community recognizes the sense of urgency to renew itself and define joint strategies for the entire network to counter challenges and capitalize on every opportunity and favourable situation.

### **Vision statement**

Nova Scotia's Acadie is strong, empowered, dynamic, and vibrant. It voices its pride, confidence, and conviction to grow through targeted, cohesive, and strategic actions. With a strong identity and culture, it passes on to future generations a renewed, prosperous Acadie!

### **Motto**

***Nova Scotia's Acadie: strong, empowered, and prosperous!***

## Core values and guiding principles

Members of the network of Acadian and francophone organizations reflected on the core values and trusted principles that will guide their interventions when developing and implementing the 2009-2014 Comprehensive Development Plan.

The following **core values** will guide the network of organizations.

- The sense of belonging and pride in one's language and cultural identity
- Openness and receptiveness to the community in all its diversity
- Tenacity, determination, and commitment
- Pride in and relevance of collective accomplishments
- Good will, perseverance, and mobilization
- A certain measure of maturity and stability of the network of organizations as a whole
- A deep motivation to see to the wellbeing and future of the next generations of Acadians and francophones

Collectively, Nova Scotia's Acadian and francophone community will be well served by the following **guiding principles**.

- Cohesiveness, cooperation, communication, and participation
- Stronger links with all segments of the community
- The skills of community organizations and institutions
- Implementation of sound joint planning (CDP)
- Openness to new approaches and all possibilities
- Innovation and creativity

## Client groups

For purposes of this plan, the following client groups have been identified as priorities.

- Youth
- Women
- Seniors

This list is not exhaustive since there are other client groups targeted by the plan, especially families, anglophones, and immigrants.

## Main forums and community outcomes

### 1. *Our Acadian and francophone population in Nova Scotia*

#### ***Impact on the community***

The regions will be dynamic, prosperous, and more economically diversified and balanced.

The francophone and Acadian community will experience an increase in the number of francophones and people who speak French.

A larger number of newcomers will settle in the community.

Out-migration by young people will have slowed and the youth population will have grown.

#### ***Strategies for the network of organizations***

1. Recruit, welcome, and integrate the migrant and immigrant population.
  - 1.1. Strengthen the ability of the network of organizations to recruit, welcome, and integrate newcomers to the province, specifically within the Acadian and francophone community.
  - 1.2. Conduct a review of the provincial immigration strategy in Nova Scotia and, where appropriate, propose amendments to ensure an adequate number of francophone immigrants.
  - 1.3. Offer workshops on multiculturalism.
  
2. Recruit, welcome, validate, repatriate, and retain the youth population.
  - 2.1. Set up a youth repatriation program.
  - 2.2. Conduct a study of the needs of young people and promote it among the network of organizations.
  - 2.3. Recruit “entitled” individuals based on Conseil scolaire acadien provincial (CSAP) criteria to increase enrolment in daycare programs and schools.
  
3. Provide support to families to increase the birth rate, support parents in their role as the people primarily responsible for their children’s wellbeing, and ensure transmission of the language and culture.
  - 3.1. Take steps to institute an initiative to increase the birth rate in the Acadian and francophone community.

- 3.2. Continue welcome and support initiatives at birth for new parents and grandparents.
  - 3.3. Implement initiatives to recruit and welcome exogamous families (for example, CSAP joint committee).
  - 3.4. Establish a provincial concerted action panel for early childhood development.
  - 3.5. Set up early childhood and family centres in regions where these are lacking.
4. Strengthen economic diversification in the regions.
    - 4.1. Encourage government bodies and professional associations to institute mechanisms for recognition of credentials held by newcomers, to improve their employability.
    - 4.2. Promote entrepreneurship.
5. Draw on the elderly population, which constitutes a critical mass and strengthens the francophone presence in Nova Scotia.
    - 5.1. Develop inter-generational projects in partnership with other organizations.
    - 5.2. Raise public awareness of inter-generational activities.
6. Increase the number of people who speak French in daily life.
    - 6.1. Reach and raise the awareness of francogènes, that is, people in the community who are reticent to present themselves as francophones or to participate in activities organized to encourage the Acadian culture or language (recover the lost potential).

## 2. *Our Acadian and francophone environment (living in French 24 hours a day)*

*The francophone and Acadian community is able to live, work, play, and learn in French and to be served in French everywhere in the community!*

### ***Impact on the community***

Acadians and francophones of all ages will have access to and make use of a continuum of quality public and private programs and services in French adapted to their reality (integrated approach).

The francophone and Acadian community will benefit from an innovative, diversified, sustainable, and viable economic context.

### ***Strategies for the network of organizations***

1. Expand access to French-language products, services, and infrastructures.
  - 1.1. Maintain, develop and adapt programs, services and infrastructures in all development sectors that serve the needs of the population and target client groups.
    - 1.1.1. Family centres
    - 1.1.2. Homecare program for seniors and informal caregivers
    - 1.1.3. French-language services in the healthcare field
    - 1.1.4. Francization program in all schools and at all academic levels
    - 1.1.5. Sustainability of community radio stations so they continue to entertain and educate our population
  - 1.2. Improve the availability and use of francophone community spaces and community radio stations.
2. Ensure active offer of public and private services in French.
  - 2.1. Increase the active offer of services in French by governments, businesses, and community associations.
  - 2.2. Develop and implement a program to identify workers capable of delivering a service in French.

- 2.3. Expand French-language services in municipalities by filling bilingual positions.
3. Expand entrepreneurship and improve employability.
  - 3.1. Ensure diversification of employability.
  - 3.2. Attract businesses to the regions.
  - 3.3. Expand the skilled work force and the number of workers able to work in both languages.
  - 3.4. Develop and implement recruitment and retention strategies for stable, qualified staff in the fields of healthcare, education, justice, and the trades.
  - 3.5. Develop and implement training and professional development programs for the Acadian and francophone population in all development sectors in order to better serve the community in the public and private sectors.
    - 3.5.1. Improve access to post-secondary education in French.
    - 3.5.2. Improve access to technical training.
  - 3.6. Increase functional literacy rates training programs.
  - 3.7. Offer and market career opportunities in their own community to high school students before they leave for postsecondary education.
4. Increase the presence and visibility of French-language services.
  - 4.1. Develop a French-language portal to promote all French-language services.
  - 4.2. Develop and implement a provincial promotion (marketing) strategy for French-language services in all regions.
    - 4.2.1. French signage on major roadways and in urban centres
    - 4.2.2. Signage highlighting Nova Scotia's Acadie: welcome in French (pictograms, radio, services available in French)
    - 4.2.3. Identification program for the community (pins or other)

### 3. *Our Acadian and francophone identity and culture*

#### ***Impact on the community***

Greater pride in and a sense of belonging to the Acadian and francophone community

Acadians and francophones identify with a strong, proud community

#### ***Strategies for the network of organizations***

1. Increase the sense of belonging, enhance the value of the French language and develop a cultural identity.
  - 1.1. Bring the Acadian culture up-to-date.
    - 1.1.1. Define cultural values and update the culture.
    - 1.1.2. Preserve the collective memory and history (heritage) and transmit it to the general public.
2. Enrich cultural life and pass on the language and culture.
  - 2.1. Draft and implement a policy of community cultural development.
  - 2.2. Increase the number of cultural facilitators in schools.
  - 2.3. Increase the number of cultural events and activities for young people and the general public.
  - 2.4. Increase the number of French-language activities to allow more youth to participate in sports, school, and extracurricular activities.
3. Promote Acadian and francophone identity and visibility through the media. (Acadians and francophones are better informed, more aware, and involved in the francophone community.)
  - 3.1. Promote French-language telecommunications in the regions.
  - 3.2. Implement the *Stratégie de relations extérieures de la communauté acadienne et francophone de la Nouvelle-Écosse* [External relations strategy for Nova Scotia's Acadian and francophone community].
4. Open and diversify the francophone and cultural environment.
  - 4.1. Raise awareness among and reach out to the anglophone and Aboriginal population.
    - 4.1.1. Enrich our culture with other cultures.
    - 4.1.2. Forge partnerships with anglophone and Aboriginal groups.
  - 4.2. Implement the *Plan d'action sur le multiculturalisme acadien et francophone en Nouvelle-Écosse* [Action plan on Acadian and francophone multiculturalism in Nova Scotia] which has the following goals.

- 4.2.1. Put in place leveraging supports to allow organizations and businesses to increase their activities, partnerships, and sustainable relations in the Canadian and international francophonie.
  - 4.2.2. Develop and strengthen strategic relations in the Canadian and international francophonie.
  - 4.2.3. Increase and diversify our presence in the Canadian and international francophonie.
5. Raise parents' awareness of the use of spoken French in daily life.

#### 4. *Our community leadership*

##### ***Impact on the community***

There will be greater participation, accountability, and involvement by francophone citizens (men and women) in the Acadian francophone community.

The Acadian and francophone community will gain recognition and respect in the exercise of its language rights.

Organizations and institutions will have updated mandates, will support each other, cooperate and coordinate their actions to meet the needs and aspirations of Nova Scotia's Acadian and francophone population.

Links will be strengthened with all levels of government, community organizations, the cultural industries, organizations, and institutions, and with all authorities dedicated to economic, social, and community development.

##### ***Strategies for the network of organizations***

1. Cultivate empowerment, openness, and leadership among the Acadian and francophone population and among government bodies in their relations with the francophonie.
  - 1.1. Raise the Acadian community's awareness of the importance of displaying its francophone identity and requesting services in French.
  - 1.2. Influence the government environment to increase the active offer of services in French and to make these known.
  - 1.3. Provide leadership to ensure respect for and recognition of language rights.
2. Raise awareness among, rally, and make the Acadian and francophone population more dynamic in all regions.
  - 2.1. Persuade the francophone population to identify itself as francophone in Statistics Canada censuses to ensure that statistics more accurately reflect the reality.
  - 2.2. Develop and implement the network of Acadian and francophone organizations' *social project*, designed to raise the profile and enhance the value of francophone identity in Nova Scotia.
  - 2.3. Identify, raise awareness of, and recognize businesses and organizations with the ability to deliver services in French.
3. Develop, strengthen, and maintain cooperative links with all the community architects facilitating the development of Nova Scotia's Acadian and francophone community.

4. Implement mechanisms to support the establishment and strengthening of links, partnerships, cooperative projects, and strategic alliances.
  - 4.1. Become collectively involved in the Comprehensive Development Plan and contribute to achieving the shared outcomes.
5. Enhance the ability of organizations, institutions, and networks to implement and manage French-language programs and services.
6. Implement mechanisms to ensure that youth workers are well equipped to develop a new generation of community leaders in Nova Scotia.

## 5. *Our organizational capacity (efficiency and effectiveness)*

### ***Impact on the community***

The community will take greater responsibility for its own development.

Organizations and institutions will have the organizational abilities to meet the needs and aspirations of Nova Scotia's Acadian and francophone population.

Organizations and institutions will have updated mandates, will assist each other, cooperate, and coordinate their actions to meet the needs and aspirations of Nova Scotia's Acadian and francophone population.

The staff and volunteers of the network of organizations will have received up-to-date training and development to serve the francophone community.

### ***Strategies for the network of organizations***

1. Increase the efficiency and effectiveness of the network of organizations and its members: governance, leadership, management, and assessment.
  - 1.1. Strengthen organizations' abilities to develop strategic plans.
  - 1.2. Ensure that strategic plans are aligned with the CDP.
  - 1.3. Implement a mechanism for tracking the achieving of outcomes.
  - 1.4. Develop and implement tools for recruiting staff and volunteers.
  - 1.5. Equip the network of organizations to reach citizens more effectively.
  
2. Strengthen cooperation between members of the network of organizations.
  - 2.1. Pool resources and services.
  - 2.2. Analyse organizations' mandates to ensure they are complementary and enhance the value of interdependence.
  
3. Ensure better communication through better use of information technology.
  - 3.1. Virtual conferencing system via Internet
  - 3.2. Internet portal
  - 3.3. Videoconferencing systems
  - 3.4. Community sector forum

4. Obtain adequate funding and achieve better diversification of funding.

***Human resources***

5. The network of organizations will have strengthened and upgraded its human capital to serve the francophone community.
  - 5.1. Recruit and retain qualified staff and volunteers.
    - 5.1.1. Program to appeal to young postsecondary students for internships in the field of community development
    - 5.1.2. Initiatives to recognize the contribution of volunteers and staff bilingualism
    - 5.1.3. Improve working conditions for staff
  - 5.2. Upgrade the skills of staff and volunteers.
    - 5.2.1. Develop and deliver training in all sectors for staff and volunteers.
    - 5.2.2. Develop tools for training new staff.