



Comprehensive Development Plan – Francophone Community of Newfoundland and Labrador 2014-2019

January 2015





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In this document, the words “community” and “Francophonie” have specific definitions:

Community:

- Represents the individuals and organizations having an interest in the Francophonie as a whole, including the language and culture. Represents all those who live in Newfoundland and Labrador and contribute to the influence of the province through the Francophonie.

Francophonie :

- Includes all persons having an interest in the French fact, both the language and the culture.



Background

Under the Collaboration Agreement signed in August 2010 with Canadian Heritage, the Fédération des francophones de Terre-Neuve et du Labrador (FFTNL), official representative of the Francophone and Acadian communities, is responsible for logistics and the coordination of the collaboration mechanisms flowing from the agreement, including the Community Forum.

Management of the Collaboration Agreement encourages the Francophone and Acadian community to take greater responsibility, especially when defining its orientations and setting out the necessary actions for its development. Community coordination serves to identify the community development priorities (2009-2014). As a first step in the process, there will be a review of the past five years of the CDP. In an open and sustained dialogue at each step, community development issues and priorities for action and outcomes will be targeted. This management model requires the community to work together to achieve a common vision of its directions and development.

It is in this context that the CLÉ (Centre de leadership et d'évaluation) worked with the Fédération des francophones de Terre-Neuve et du Labrador towards the successful completion its comprehensive development plan (CDP) 2014-2019 for the Francophone community of Newfoundland and Labrador.

Methodology

The mandate given to the CLÉ is to facilitate regional community forums to produce the next five-year CDP. Here are some specific elements of that mandate:

- Telephone interviews with eight organizations that have provincial or regional scope (this will enable us to review the CDP-NL 2009-2014 and identify strengths/weaknesses and threats/opportunities);
- Survey the communities of Goose Bay and the Port au Port Peninsula using a Survey Monkey questionnaire about the issues that were identified in the organization phone interviews;
- Meet with the Francophone communities (of Labrador and Avalon):
 - Facilitate meetings;
 - Present a report of CDP activities of the past five years;
 - Identify development issues for the next five years;



- Prioritize issues.
- Meet with the members of the FFTNL provincial committee and community organization managers during their statutory meeting in March 2014 :
 - Present a table identifying the priority issues (challenges and opportunities) by region;
 - Facilitate the meeting;
 - Present a report of CDP activities of the past five years;
 - Lead a discussion about the strategic framework (vision, values, clientele);
 - Identify development issues for the next five years (this will enable us to develop the strategic outcomes);
 - Prioritize issues.
- Present drafts of the CDP to the guidance committee (the FFTNL executive committee) over the course of summer 2014 and get their feedback;
- Prepare a draft of the CDP 2014-2019 for mid-September 2014;
- Present the CDP draft in a community workshop (in the lead-up to the FFTNL AGM) for approval and on-site amendments so that the CDP can be ratified during the FFTNL AGM, to take place shortly after that weekend.

Throughout its mandate, the CLÉ collaborated constantly with the executive director and assistant director of the FFTNL to ensure that it was consulting the appropriate documentation, properly organizing consultation meetings with the communities and the provincial committee (e.g., location, discussion with local organizations, participant lists and invitations) and, finally, validating documents presented in those meetings.

Environmental Scan

To start the CDP development process off on the right foot, it was necessary to begin with an environmental scan. This needs to be done before strategic axes can be adopted. It all started with an evaluation of the internal factors of influence, such as the strengths and weaknesses of the organizations, and then the external factors, namely the threats and opportunities anticipated by the communities of the various regions. To that end, a series of meetings and phone discussions were conducted.

Participating organizations:

- Association communautaire francophone de Saint-Jean (ACFSJ)
- Association francophone du Labrador (AFL)
- Association régionale de la Côte Ouest (ARCO)
- Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador (CSFP)



- Fédération des francophones de Terre-Neuve et du Labrador (FFTNL)
- Fédération des parents francophones de Terre-Neuve et du Labrador (FPFTNL)
- Le Gaboteur
- Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL)
- Franco-Jeunes de Terre-Neuve et du Labrador

The discussions made it possible to review the CDP of the NL Francophone community, verify the activities and services offered since 2009 and look at the challenges facing the organizations and the regions they serve.

Thanks to the participation of the organizations and the generous information they provided to us, the CLÉ was able to identify the major issues, group them together thematically, identify sectors of activity and propose strategic axes.

As a first step, this environmental scan allowed us to prepare three community consultations as well as a working session that included all the organizations in the province.

Yesterday: great achievements

Over the past decades, the Francophone organizations of Newfoundland and Labrador have helped the community develop and thrive in French in their everyday lives. They have also played a major role in terms of promoting the French fact in the wider community of the province and in their dealings with governments.

Here are some of the most significant achievements of the Newfoundland and Labrador Francophone community:



- May 30 officially recognized as the *Journée provinciale de la francophonie* by the provincial government, in 1999.
- Adoption of the Franco-Newfoundlander and Labradorian flag by the Francophone community in 1986.
- Acadian Odyssee Monument erected in Cap Saint-Georges in 2010.
- Newfoundland and Labrador recognized by the Société Nationale de l'Acadie in 1986 as forming part of Atlantic Acadia.
- Control over schools obtained in 1997, leading to the creation of the Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador, which now manages five francophone schools in the province: Centre éducatif l'Envol in Labrador City, École Boréale in Happy Valley-Goose Bay, École Notre-Dame-du-Cap in Cap Saint-Georges, École Sainte-Anne in Mainland, École des Grands-Vents in St. John's.
- Pre-kindergarten offered in the province.
- Establishment of two school/community centres and three Francophone community centres.
- Francophone organizations working in different regions and a range of sectors.
- Creation of the provincial government's Office of French Services in 1995.
- Provincial Francophone media. (Le Gaboteur and Rafale FM)
- Recognition of Newfoundland and Labrador as an official delegation to the Jeux de l'Acadie in 2008.

Today: looking to the future

The Francophone community is facing a number of growing issues in Newfoundland and Labrador. These issues represent the challenges and opportunities that confront non-profit organizations and Franco-Newfoundlanders and Labradorians. The issues were identified from the phone interviews carried out in February 2014 with directors representing eight organizations in the three main Francophone regions of the province. The issues identified were validated by community consultations done in Labrador City and St. John's, in addition to consultations through an online survey that was done in Goose Bay and West Coast region, plus an organizational consultation performed in March 2014 in St. John's.

Building on the issues identified, we can set out the four following strategic axes:

1. **Our Francophonie, our vitality**
2. **Our spaces, our communities**
3. **Our commitment, our development**
4. **Our leadership**



The consultative work that was done led to the development of a strategic framework for the community of Newfoundland and Labrador for the next five years. Here are the components of that framework.

CDP Strategic Framework 2014-2019

VISION

The vision is the desired futur—where the community should “ideally” be in the coming years.

The vision adopted at the annual general meeting of the Fédération des francophones de Terre-Neuve et du Labrador for the CDP-NL 2014-2019 is the following:

- Welcoming, dynamic, proud of its language and culture, the Francophone community of Newfoundland and Labrador promotes collaboration with one and all in order to ensure its vitality, sustainability, development and influence.

VALUES

The values are the community’s guiding principles in its operations and action.

The values adopted at the annual general meeting of the Fédération des francophones de Terre-Neuve et du Labrador for the CDP-NL 2014-2019 are the following:

1. **Respect**
2. **Integrity**
3. **Open Leadership**
4. **Innovation**
5. **Community Vitality**



Here are the definitions of each of the values adopted:

Respect:

Having a culture of listening and empathy to act for the good of the Francophone community.

Integrity:

Ensuring transparency in its governance and communications and developing healthy relationships with its partners, collaborators and members.

Open Leadership:

Inspiring, mobilizing and engaging the community in a spirit of collaboration for its increased influence and development in order to ensure its sustainability.

Innovation:

Being creative in its approach, the Francophone community adapts to change for the sake of its development and aims for excellence in delivery of services and activities in French.

Community Vitality

Being proud of its history and cultural and linguistic identity, and being open to the world, the Francophone community is inclusive in order to ensure its development and influence.

CLIENTELE

Who are the ultimate beneficiaries of the community's interventions?

The definition of the clientele adopted at the annual general meeting of the Fédération des francophones de Terre-Neuve et du Labrador for the CDP-NL 2014-2019 was the following:

Any person with an interest in the Francophone culture and French language.



Strategic Outcomes

AXIS 1: Our Francophonie, our vitality

Global outcome

- The Francophone community extends its presence, influence and activities throughout the province and beyond.

Strategic outcomes

- The Francophonie increases its visibility.
- Francophone organizations step up services and activities in French.
- Francophone organizations are present at events of the majority community.
- The members of the community are proud to belong to the Francophonie.
- School enrolment increases.
- The quality of French-language education improves throughout the province.
- The symbols of Francophonie are more visible within the province.

Suggested courses of action:

- Participate in all high-profile events and promotions of the Francophonie.
- Develop a visibility strategy vis-à-vis the majority community.
- Participate in events, mass gatherings and festivals.
- Celebrate the Journée de la francophonie and twin with school and community activities.
- Verify the needs of the community in terms of services and activities in French.
- Increase a sense of belonging among youth through identity-building.
- Increase a sense of belonging among the Francophone community through appreciation of the language.
- Offer a complete K-12 education in all Francophone schools in the province.
- Bolster the quality of courses in order to make it easier for graduates to continue their postsecondary studies in their chosen programs.
- Pursue intraprovincial exchanges for youth.

Performance indicators:

- Degree of use of and satisfaction with community activities, services, programs and infrastructures.
- Number and types of activities, programs and services.
- Number of promotion, awareness and communication tools created.
- Degree of use of and satisfaction with tools created.



AXIS 2: Our spaces, our communities

Global outcome

- A welcoming Francophone community united in its diversity that promotes the growth of the province's Francophonie.

Strategic outcomes

- Community is more mobilized to foster the sense of belonging and cultural identity.
- Francophones spaces are increased throughout the province.
- Management of Francophone spaces is more efficient.
- Number of Francophone daycares is increased in the province.
- Tourist activities in French are more visible.
- Reception of Francophone newcomers is strengthened.
- Identification of persons with an interest in Francophonie is reinforced. (newcomers, French immersion, exogamous families ...)
- Community involvement is increased.
- Education in French at the postsecondary level in the province is explored.
- Francophone community demographic is increased.

Suggested courses of action:

- Carry out a feasibility study on offering early childhood services. (daycares)
- Create daycare services in the regions where there is a need.
- Be visible in tourist promotion campaigns.
- Analyze clienteles targeted by the current tourism promotion campaign.
- Target new clienteles for the tourist promotion campaigns.
- Encourage the communities to rally and mobilize around Francophonie events.
- Conduct business intelligence re postsecondary education in French in Newfoundland and Labrador.
- Look into potential partnerships with postsecondary institutions in the province and beyond to offer programs in French.

Performance indicators:

- Degree of use of and satisfaction with community activities, services, programs and infrastructures.
- Number of community infrastructures.
- Degree of satisfaction with the management of community infrastructures.
- Number of promotion, awareness and communication tools created.
- Degree of use of and satisfaction with tools created.



AXIS 3: Our commitment, our development

Global outcome

- Community engagement and vitality are increased.

Strategic outcomes

- Francophone organizations strengthen the cooperation between them to ensure the effectiveness of all.
- Partnerships and collaborations are increased.
- Partnerships with the Anglophone community and surrounding communities are maintained and enriched.
- Volunteers are hired.
- Francophones living outside of recognized Francophone areas are identified more effectively.

Suggested courses of action:

- Lead a discussion on the current collaboration method.
- Communicate good practices among organizations effectively.
- Create a system of communication that is simple and easy to use.
- Work on common projects and adapt to the realities of the regions.
- Seize opportunities to work together with the Anglophone community.
- Develop a system to identify Francophones across the province more easily.

Performance indicators:

- Number and type of and satisfaction with cooperation mechanisms.
- Number and type of and satisfaction with partnerships.
- Number and type of and satisfaction with new collaboration initiatives.
- Number of volunteers.



AXIS 4: Our leadership

Global outcome

- The leadership of Francophone organizations is strengthened across the province.

Strategic Outcomes

- Number of qualified staff in community organizations is increased.
- Ongoing training in community organizations is reinforced.
- Succession planning is emphasized in community organizations.
- Volunteer recruitment is improved.
- Volunteer retention is improved.
- Operational capacity is stable.
- Youth get actively involved in the governance of organizations.

Suggested courses of action:

- Recruit qualified staff.
- Strengthen employee capacities (exchange, training, support,..)
- Create a list of volunteers according to skills and preferences.
- Evaluate opportunities for collaboration, partnership and development to ensure sustainability as an organization.
- Facilitate the creation of a youth position on the boards of directors of organizations.
- Pursue opportunities for youth internships in Francophone organizations.
- Strengthen employment opportunities for youth within the Francophone community.

Performance indicators:

- Number of training and development sessions.
- Number of young participants in the governance of organizations.
- Number of volunteers.
- Number of applications for funding and grants filed and/or accepted.



Appendix A – Summary of CDP-NL 2014-2019

VISION Welcoming, dynamic, proud of its language and culture, the Francophone community of Newfoundland and Labrador promotes collaboration with one and all in order to ensure its vitality, sustainability, development and influence.				
VALEURS				
Respect Having a culture of listening and empathy to act for the good of the Francophone community.	Integrity Ensuring transparency in its governance and communications and developing healthy relationships with its partners, collaborators and members.	Open Leadership Inspiring, mobilizing and engaging the community in a spirit of collaboration for its increased influence and development in order to ensure its sustainability.	Innovation Being creative in its approach, the Francophone community adapts to change for the sake of its development and aims for excellence in the delivery of services and activities in French.	Community Vitality Being proud of its history and cultural and linguistic identity, and being open to the world, the Francophone community is inclusive in order to ensure its development and influence.
CLIENTELE Any person with an interest in the Francophone culture and French language.				
STRATEGIC AXES	Our Francophonie, our vitality	Our spaces, our communities	Our commitment, our development	Our leadership
GLOBAL OUTCOMES	The Francophone community extends its presence, influence and activities throughout the province and beyond.	A welcoming Francophone community united in its diversity that promotes the growth of the province's Francophonie.	Community engagement and vitality are increased.	The leadership of Francophone organizations is strengthened across the province.
STRATEGIC OUTCOMES	<ul style="list-style-type: none"> The Francophonie increases its visibility. Francophone organizations step up 	<ul style="list-style-type: none"> Community is more mobilized to foster the sense of belonging and cultural identity. 	<ul style="list-style-type: none"> Francophone organizations strengthen the cooperation between 	<ul style="list-style-type: none"> Number of qualified staff in community organizations is increased.

CDP-NL 2014-2019

	<p>services and activities in French.</p> <ul style="list-style-type: none"> • Francophone organizations are present at events of the majority community. • The members of the community are proud to belong to the Francophonie. • School enrolment increases. • The quality of French-language education improves throughout the province. • The symbols of Francophonie are more visible within the province. 	<ul style="list-style-type: none"> • Francophones spaces are increased throughout the province. • Management of Francophone spaces is more efficient. • Number of Francophone daycares is increased in the province. • Tourist activities in French are more visible. • Reception of Francophone newcomers is strengthened. • Identification of persons with an interest in Francophonie is reinforced. (newcomers, French immersion, exogamous families ...) • Community involvement is increased. • Education in French at the postsecondary level in the province is explored. • Francophone community demographic is 	<p>them to ensure the effectiveness of all.</p> <ul style="list-style-type: none"> • Partnerships and collaborations are increased. • Partnerships with the Anglophone community and surrounding communities are maintained and enriched. • Volunteers are hired. • Francophones living outside of recognized Francophone areas are identified more effectively. 	<ul style="list-style-type: none"> • Ongoing training in community organizations is reinforced. • Succession planning is emphasized in community organizations. • Volunteer recruitment is improved. • Volunteer retention is improved. • Operational capacity is stable. • Youth get actively involved in the governance of organizations.
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CDP-NL 2014-2019

		increased.		
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> ➤ Degree of use of and satisfaction with community activities, services, programs and infrastructures. ➤ Number and types of activities, programs and services. ➤ Number of promotion, awareness and communication tools created. ➤ Degree of use of and satisfaction with tools created. 	<ul style="list-style-type: none"> ➤ Degree of use of and satisfaction with community activities, services, programs and infrastructures. ➤ Number of community infrastructures. ➤ Degree of satisfaction with the management of community infrastructures. ➤ Number of promotion, awareness and communication tools created. ➤ Degree of use of and satisfaction with tools created. 	<ul style="list-style-type: none"> ➤ Number and type of and satisfaction with cooperation mechanisms. ➤ Number and type of and satisfaction with partnerships. ➤ Number and type of and satisfaction with new collaboration initiatives. ➤ Number of volunteers. 	<ul style="list-style-type: none"> ➤ Number of training and development sessions. ➤ Number of young participants in the governance of organizations. ➤ Number of volunteers. ➤ Number of applications for funding and grants filed and/or accepted.



Appendix B – Collaboration structure

