



Evaluation of the Enabling Fund for Official Language Minority Communities



Final report

April 7, 2022

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Executive Summary

The Enabling Fund for Official Minority Language Communities (Enabling Fund) is part of Canada's strategy for official languages. This strategy is outlined in the *Action Plan for Official Languages - 2018 to 2023: Investing in Our Future*.

The Enabling Fund aims to enhance the development and vitality of official language minority communities by strengthening their capacity in the areas of human resources and community economic development, and by promoting partnerships at all levels, including federal partners.

Key Findings

- The objectives and activities of the contribution agreement signatories continue to be aligned with Enabling Fund objectives and eligible activities.
- Organizations implemented planned activities.
- The activities carried out by the organisations:
 - Build partnerships.
 - Leverage additional resources.
 - Contribute to enhancing the community economic development of official language minority communities.
 - Contribute to the growth and development of human resources in official language minority communities.
- Organizations took advantage of emerging opportunities to develop and implement additional activities.

Recommendation

- The program is encouraged to explore approaches to improve the program's ability to consistently capture results from funded projects.

Evaluation objectives

The objectives of this evaluation are to:

- Confirm whether the objectives and activities carried out by the contribution agreement signatories continue to be aligned with program objectives and eligible activities.
- Determine to what extent planned activities were implemented.
- Assess whether these contribute to enhancing the development and vitality of official language minority communities and identify examples of such contributions.
- Gain insight about the pandemic's impact on contribution agreement signatories to inform the description of the current program context.

The Enabling Fund investment

Enabling Fund represents a total investment of \$80.4 million over 5 years. An annual budget of \$13 million is allocated through contribution agreements to 14 non-profit organizations. These organizations include 1 national organization and 1 organization in each province and territory.

Evaluation methodology

- Key informant interviews with 17 leaders and staff members of the 5 organizations
- A review of 80 documents provided by 5 organizations between April 2018 and March 2020

Management response and action plan

Overall management response

Employment and Social Development Canada's Skills and Employment Branch and Service Canada's Program Operations Branch would like to thank the individuals who contributed to the evaluation of the Enabling Fund for Official Language Minority Communities (Enabling Fund), particularly the members of the Evaluation Directorate, as well as all interview participants who provided their insights as part of this evaluation.

The results of the evaluation were largely positive and accentuated the importance of the program in supporting official language minority communities. The evaluation reflects the success of the program in enhancing the development and vitality of official language minority communities.

With the support of the Enabling Fund, recipients undertook a variety of activities that contributed to enhancing their capacity in the areas of human resources and economic development. Recipients demonstrated their capacity to build partnerships and leverage resources for concerted action that have positive impacts on Canada's official language minority communities.

In the spirit of continuous improvement and ESDC's effort to strengthen reporting and limit administrative burden on recipients, the Evaluation recommended that the Department explore approaches to improve the Program's ability to consistently capture results.

Recommendation #1

The program is encouraged to explore approaches to improve the program's ability to consistently capture results from funded projects.

Response

ESDC agrees with the evaluation's recommendation and recognizes the importance of being able to effectively measure the results of funded projects and demonstrate how they contribute to meeting the program's objectives.

ESDC will work collaboratively with partners to explore approaches to enable both the Program and its funding recipients to clearly define success and capture the necessary results to demonstrate impact.

This would include examining improvements to the program's performance measurement framework and its implementation such as:

- How the department defines and communicates success and desired results;
- What frameworks or tools can be used to support demonstration of results;

- How to better leverage data to inform Program objectives and departmental processes; and,
- The sufficiency and clarity of reporting requirements.

ESDC is already addressing aspects of the evaluation recommendation through close collaboration with the Program’s funding recipients to revise and clarify the Annual Results Reports template to improve consistency of reporting.

In the context of the forthcoming modernization of the *Official Languages Act* and the development of a new Action Plan for Official Languages, the upcoming Call for Proposals for the Enabling Fund presents a valuable opportunity to begin to advance improvements and develop the necessary frameworks and tools to build capacity within recipient organizations.

Management action plan	Completion date
1.1 The Skills and Employment Branch, with the support from the heads of performance measurement and evaluation will explore methods to enhance the Program’s performance management framework, including performance indicators, and the associated Performance Information Profile.	March 2023
1.3 Program Operations Branch and the Skills and Employment Branch will work to ensure that performance measurement criteria and reporting requirements are clear to recipients and/or potential recipients. This could involve consultation with existing or future recipients to inform the data collection approach.	March 2023
1.2 Program Operations Branch, with the support of the Skills and Employment Branch, will identify opportunities to refine operational tools to ensure greater clarity on performance measurement and results reporting requirements. In addition, Program Operations Branch will explore how to better leverage data, through examining data requirements, and collection and management processes.	March 2023

1. Introduction

This report presents the findings and conclusions from a limited-scope evaluation of the Enabling Fund for Official Language Minority Communities. The report is organized as follows:

- Section 2 presents an overview of the program
- Section 3 describes the evaluation approach and methodology
- Section 4 summarizes the evaluation findings
- Section 5 presents the key conclusions and recommendations

2. Program description

2.1 Program objectives

The Enabling Fund aims to enhance the development and vitality of official language minority communities by:

- Strengthening their capacity in the areas of human resources and community economic development.
- Promoting partnerships at all levels, including federal partners.

The program is part of the Government of Canada's *Action Plan for Official Languages - 2018 to 2023: Investing in Our Future*. The Enabling Fund represents Employment and Social Development Canada's (ESDC) key instrument to meet its legal and mandated obligations.¹ These obligations are found under Section 41 of the *Official Language Act*.

This evaluation will feed the horizontal evaluation of the *Action Plan for Official Language 2018 to 2023: Investing in our Future*, which is led by the Department of Canadian Heritage.

2.2 Program funding

As shown in Table 1, the Enabling Fund represents a total investment of \$80.4 million over 5 years.

An annual budget of \$13 million is allocated through contribution agreements to 14 non-profit organizations. These organizations include 1 national organization and 1 organization in each province and territory. Receiving both core and project funding, these 14 organizations hire more than 130 employees working in 50 different locations across the country. An annual operational fund of \$1.8 million is managed by ESDC.

Included in the overall funding, the Enabling Fund received \$6.85 million over 5 years (from 2018 to 2023). This funding aims to support Francophone early childhood

¹ The Enabling Fund's predecessor program, the Support Fund, was ESDC's key instrument to meet its legal and mandated obligations from 1999 to 2005.

education services in Francophone Minority Communities. This includes \$6.25 million in contribution funding and \$0.6 million in operating funding.

Table 1: Program budget from 2018 to 2023 (in millions)

	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023	Total
Enabling Fund Contribution Funding	\$12.5	\$12.9	\$12.9	\$13.1	\$13.1	\$64.50
Early Childhood Initiative Contribution Funding	\$0.95	\$1.15	\$1.25	\$1.35	\$1.55	\$6.25
Enabling Fund Operating Funding	\$1.8	\$1.8	\$1.8	\$1.8	\$1.8	\$9.00
Early Childhood Initiative Operating Funding	\$0.13	\$0.13	\$0.13	\$0.13	\$0.13	\$0.60
Total	\$15.38	\$15.97	\$16.07	\$16.37	\$16.57	\$80.35

2.3 Program activities

Official language minority communities across Canada have different characteristics, needs and priorities. Accordingly, each recipient organization undertakes different activities, while still responding directly to the overarching objectives of the Enabling Fund. Each contribution agreement signatory leads, coordinates and supports capacity building in the areas of community economic development and human resources development.

These activities can be divided into 3 main areas.

2.3.1 Building partnerships and leveraging additional resources

The ability to convene stakeholders, build partnerships and leverage additional resources from partners is key to contribution agreement signatories' enabling and capacity building role. To this end, they collaborate with a range of community stakeholders, the private sector, non-profit funders, and different levels of government. These efforts represent a core area of activity of the funded organizations.

2.3.2 Community economic development activities

Contribution agreement signatories also carry out various activities in support of community economic development.

Examples of eligible activities

- Leading processes to encourage community participation in community consultations and economic development planning
- Developing and implementing local economic development initiatives to:
 - Promote businesses (for example, business-planning services, trade missions, supporting the development of supply-chains)

- Promote the communities as tourist destinations
- Implement revenue-generating events (for example, tourism products)
- Attract immigrants and integrate them into the minority communities
- Assisting employers in meeting their skill needs (for example, job fairs, and job matching services)
- Developing workforce attraction and retention strategies
- Raising awareness about entrepreneurship

2.3.3 Human resources development activities

Lastly, contribution agreement signatories carry out various activities to support jobseekers, workers, entrepreneurs, and employers.

Examples of eligible activities

- Developing learning tools
- Facilitating learning events (for example, workshops, training sessions and camps)
- Providing business-networking opportunities
- Providing guidance and support to jobseekers
- Providing mentoring to jobseekers, workers, and small business owners

Appendix A presents the logic model for the Enabling Fund and Appendix B provides the list of contribution agreements signatories.

3. Evaluation approach and methodology

3.1 Purpose of the evaluation

In accordance with the Financial Administration Act and the Policy on Results requirements, the Enabling Fund must be evaluated every 5 years. The program must therefore be evaluated by March 31, 2022.

Evaluation objectives

- Confirm whether the objectives and activities carried out by the contribution agreement signatories continue to be aligned with program objectives and eligible activities.
- Determine to what extent planned activities were implemented.
- Assess whether these contribute to enhancing the development and vitality of official language minority communities and identify examples of such contributions.
- Gain insight about the pandemic's impact on contribution agreement signatories to inform the description of the current program context.

3.2 Evaluation lines of evidence and questions

The evaluation scope, questions and lines of evidence were developed in consultation with Strategic Integration and Corporate Affairs and the Program Operations Branch.

This evaluation is of a limited scope. The following was taken into account when setting the scope of the evaluation:

- The program maturity
- The stable nature of program activities carried out by contribution agreement signatories
- The positive results of previous program evaluations
- The quality of data collection and reporting instruments

Data collection for this evaluation took place during the COVID-19 pandemic and captured contextual insights about how organizations were adapting to the pandemic. However, assessing the impact of the pandemic on funded organizations and their activities was not part of the scope of the evaluation. Accordingly, the evaluation timeframe is set from April 2018 to March 2020 in order to exclude the impact of the pandemic from observed results. The Enabling Fund investment during this timeframe was \$31.5 million.

3.2.1 Lines of evidence

Five of the 14 contribution agreement signatory organizations were selected to provide data as part of this evaluation:

- Association Franco-Yukonnaise
- Conseil de développement économique de l'Alberta
- Community Economic Development and Employability Corporation (Québec)
- Conseil économique du Nouveau Brunswick
- Société économique de l'Ontario

Contribution agreement signatories in the Yukon, Alberta, and New Brunswick were randomly selected among northern, western, and eastern organizations to ensure regional representation. The organization in Ontario was selected given the size of the Francophone community that it serves. The organization in Québec was selected because it is the only one serving Anglophones in Canada.

The evaluation is based on 2 main lines of evidence:

- key informant interviews with 17 leaders and staff members of the 5 organizations
- a review of 80 documents provided by 5 organizations between April 2018 and March 2020, which included:
 - 65 quarterly activity reports (13 per organization) covering fiscal years 2018 to 2019 and 2019 to 2020
 - 10 contribution agreements (2 per organization), 5 covering the fiscal years 2014 to 2018, and 5 covering the years 2019 to 2023
 - 5 annual reports (1 per organization) covering the fiscal year 2019 to 2020

Results reported in quarterly activity reports were classified in relation to the objectives and planned activities outlined in contribution agreements. Results reported for 2018 to 2019 were classified in relation to 2014 to 2018 contribution agreements. Results reported for 2019 to 2020 were classified in relation to 2019 to 2023 contribution agreements.

As part of this document review, detailed matrices were produced summarizing all the reported results for 2018 to 2019 and 2019 to 2020. Results reported for 2019 to 2020 were also compared with information provided in the 2019 to 2020 annual reports.

Document review results were then compared to the answer provided by the leaders and staff of the 5 organisations included in the evaluation.

3.2.2 Evaluation questions

The evaluation addressed 3 main questions and 1 sub-question.

- Do objectives and activities carried out by contribution agreement signatories 2018 to 2019 and 2019 to 2020 continue to be aligned with the Enabling Fund objectives and eligible activities?
- Do reported results demonstrate the extent to which contribution agreement signatories implemented the planned activities?
- Do implemented activities and reported results contribute to enhancing the development and vitality of official language minority communities?
 - What examples can be provided by selected Contribution Agreement Signatories?

Appendix C provides a summary of which lines of evidence inform each evaluation question.

3.3 Evaluation limitations

The evaluation faced challenges with singling out outputs and attributing outcomes to the Enabling Fund. This stems, in part, from the enabling nature of the program and the context in which contribution agreement signatories operate.

Five factors that impede the singling out of outputs and attribution of outcomes to the program were identified.

First, the staff employed through the core funding provided by the Enabling Fund secure significant additional funding from other sources. They use these funds to develop and implement activities, programs, and initiatives. Leveraged funding can be claimed as a program outcome. However, the outcomes associated with the activities, programs, and initiatives funded through leveraged resources cannot be attributed directly to the Enabling Fund investment.

Second, building partnerships, and enabling other organizations and stakeholders to develop and implement initiatives is a core area of activity of funded organizations. While signatories may provide leadership, support, and coordination for these initiatives, the outcomes of these initiatives cannot be attributed solely to the Enabling Fund.

Third, funding is allocated through contribution agreements to 14 non-profit organizations. These organizations use the funding to enable community economic and human resource development in official language minority communities across Canada. Each community has different levels of economic, human, and social capital resources on which funded organisations can draw. Accordingly, contribution agreement signatories operate in very different contexts and cannot be treated as equals or compared with each other. This impedes comparative output and outcome evaluation.

Fourth, for most program activities, the collection of reliable data on end users would, in practice, be very difficult. This hinders participant outcome analysis.

Finally, the difficulty of identifying valid counterfactuals combined with the influence of external factors further impedes outcome attribution. Examples of significant external factors include major structural or cyclical shifts in the economy and the changing demographic make-up of communities.

Due to these limitations, the evaluation is not designed to draw definitive conclusions about the program's impact. Rather, it aims to provide insight into the contributions that funded organizations make to the development and vitality of the communities they serve.

4. Evaluation findings

4.1 Context, challenges, and opportunities faced by contribution agreement signatories

4.1.1 Context

The context in which contribution agreement signatories operate varies significantly across provinces and territories.

- Some operate in jurisdictions that are officially bilingual and have large, well-established populations, while others serve much smaller populations in largely unilingual jurisdictions.
- In some provinces/territories, contribution agreement signatories can collaborate with a greater variety of existing institutions and organizations, while in others options are more limited.
- In some provincial/territorial jurisdictions, organizations serve many geographically dispersed official language minority communities, each of which has their distinct characteristics and economic contexts.

Community specific contexts and characteristics influence the opportunities available to them, as well as the types of activities planned by funded organizations.

For example, in jurisdictions where bilingual labour is in demand, organizations may focus their efforts on the recruitment and placement of qualified immigrant workers. In so doing, they support the workforce needs of employers and contribute to the maintenance or growth of official language minority populations.

Alternately, in jurisdictions with relatively few bilingual job opportunities, organizations may focus on pre-employment training and employment assistance services for community members. Helping community members to integrate into the majority language workplace reduces the risk that they will leave the region to find work. In so doing, the organizations help to mitigate population decline in official language minority communities.

4.1.2 Challenges and opportunities

Staff turnover

Key informants were asked about the challenges faced by their organization. Overall, they reported few issues, but staff turnover was mentioned by 3 of the 5 organizations included in the evaluation. These organizations attributed staff turnover to competition for qualified Francophone workers and an inability to provide competitive salaries compared to private and public sector employers.

According to key informants, staff turnover destabilises the organization until the vacated position is filled and drains the organizations of acquired knowledge and skills.

Other challenges

- Making program and services available and accessible to all official language minority communities in larger provinces and territories
- Being visible and known by community members and stakeholders throughout the province/territory
- Being visible in service environments that include much larger Anglophone organizations, with significant marketing budgets

The COVID-19 pandemic

The Réseau de développement économique et d'employabilité Canada is the national level Enabling Fund contribution agreement signatory. The organization commissioned a report on the impact of the COVID-19 pandemic on the organizations and their activities across Canada.

The report found that organizations experienced initial challenges in moving their services online. Organizations also reported ongoing challenges delivering some types of programs and services while social distancing protocols are in effect. Finally,

organizations explained that online programs and services are not accessible for individuals who do not have access to high-speed internet and computers.

The report also found that the move to online program and service delivery came to be perceived as an opportunity by most funded organizations. Activities that required time-consuming and costly travel before the pandemic are now being offered online.

Because of this change, programs and services are reaching members of official language minority communities in previously unserved rural and remote locations. Some organisations also see opportunities for collaboration between contribution agreement signatories to serve official language minority communities across provincial and territorial jurisdictions.

4.2 Alignment of objectives and activities

Key Finding

- The objectives and implemented activities of the 5 organizations continue to be aligned with Enabling Fund objectives and eligible activities

4.2.1 Objectives

The objectives of the 5 organizations continue to be aligned with those of the Enabling Fund.

Figure 1 summarises the general objectives of the Enabling Fund, and the objectives identified in the 2014 to 2018 and 2019 to 2023 contribution agreements of the 5 selected organisations.

Figure 1: Alignment of objectives

Enabling Fund objectives

To enhance the development and vitality of official language minority communities by strengthening their capacity in the areas of human resources and community economic development, and by promoting partnerships at all levels, including federal partners.

Objectives of the 5 contribution agreement signatories

Association franco-yukonnaise	
2018 to 2019	2019 to 2020
<ol style="list-style-type: none">1. Increase the economic development, human resource and management capacities of communities by developing and implementing comprehensive planning and priority setting processes.2. Improve the economic performance of entrepreneurs and self-employed workers in the Yukon’s Francophone cultural community.3. Improve the participation of Yukon Francophones in the Yukon labour market and economy by promoting the development Yukon Francophones’ entrepreneurship and labour market skills.4. Develop, in collaboration with the other territories, a strategy and project to attract and retain Francophone economic immigrants and Francophone labour in the territories.5. Promote the development of the tourism sector and the performance of Francophone entrepreneurs in this area.	<ol style="list-style-type: none">1. Implement community planning and priority setting processes.2. Attract bilingual workers and improve the participation of Franco-Yukoners in the Yukon economy by promoting access to the labour market.3. Improve the entrepreneurial performance of Franco-Yukoners in order to stimulate innovation and the creation and development of new businesses.

Conseil de développement économique de l'Alberta

2018 to 2019

1. Support community economic development of Francophone and bilingual communities.
2. Support industries and economic sectors: tourism; green economy, sustainable development, reduction of greenhouse gases; Francophone economic immigration.
3. Support the Canadian economic Francophonie.
4. Support Francophone and bilingual entrepreneurs.

2019 to 2020

1. Increase the capacity for economic development by implementing priority-setting processes in different communities.
2. Increase the contribution to the economic development of municipalities by strengthening the ABMA (Association bilingue des municipalités de l'Alberta).
3. Improve the skills required to meet the needs of the Alberta labour market.

Community economic development and employability corporation (Quebec)

2018 to 2019

1. Revitalize local economies through community-based planning and project development.
2. Stimulate and support small business development for Quebec's Anglophone communities.
3. Strengthen and promote Quebec Anglophone communities' workforce to improve labour market competitiveness.
4. Increase CEDEC's capacity to lead community economic development and human resource development in Quebec's Anglophone communities.

2019 to 2020

1. Share knowledge about collaborative private/public/civil society approaches which enhance economic development in Quebec OLMCs.
2. Build constructive relationships with key public, private stakeholders that will influence policy, increase resources that enhance economic activity in the official language minority communities and spur innovative economic collaboration.
3. Implement an evaluation and performance strategy that will better identify, demonstrate performance and develop adaptable programming.
4. Create tailored frameworks, projects and tools that sustain and enhance economic activity in Quebec official language minority communities

through private/public/civil society collaboration.

Conseil économique du Nouveau-Brunswick Inc.

2018 to 2019

1. Increase the involvement and collaboration between partners and communities in matters of community economic development and human resources development.
2. Improve the community economic development planning and implementation capacities of Francophone communities.
3. Improve the human resources planning and skills development capacities of Francophone communities.

2019 to 2020

1. Increase the involvement and collaboration between partners and communities in matters of community economic development and human resources development.
2. Increase trade and economic partnerships favouring the development of strategic linkages.
3. Improve understanding Francophone communities' needs and increase their planning capacity.
4. Improve the skills of Francophone communities and the capacity of businesses / organizations / individuals in order to maximize the economic and social performance of Francophone communities and meet the needs of the labour market.

Société économique de l'Ontario

2018 to 2019

1. Know the challenges and opportunities related to the employability and economic development of Francophone communities in Ontario.
2. Fill the deficits in employability and economic development through a plan and services aimed at meeting supply and demand, as well as helping to maximize the performance of organizations, businesses and entrepreneurs, while reducing the gap between them and opportunities, and by equipping them more.

2019 to 2020

1. Effectively support Francophone entrepreneurs for the creation, growth and continuity of their businesses by identifying and through innovative projects that meet the needs of Francophone businesses in promising sectors relevant to Francophone communities.
2. Ensure recognized and sustained visibility for the Francophonie in Ontario by favouring structured and strategic relationships with provincial,

3. Create trust and mechanisms for collaboration between organizations, businesses, governments, and the community in order to promote the inclusion of all in the development of communities.

national and regional partners and key players working to support the advancement of Francophone/bilingual business communities.

3. Establish strategic alliances to promote multiculturalism and the economic integration of Francophones and Francophiles in Francophone communities, based on new economic market trends.
4. Offer a range of services, tools and innovative practices to support employers to hire and retain qualified immigrant Francophone workers.

4.2.2 Activities

The 5 organizations reported the activities they implemented from April 2018 to March 2020 in their quarterly activity reports. Reported activities were eligible for funding under the Enabling Fund and well aligned with the program's objectives.²

The 5 organizations contributed to the program objectives by engaging in different types of activities. This section summarises the types of activities that contributed to each of the program objectives.

Building partnerships and leveraging additional resources

- Developing and maintaining partnerships with a wide variety of stakeholders, including municipal, provincial/territorial, and federal governments, private sector organizations, non-profit organizations, primary, secondary and post-secondary education institutions
- Building and maintaining constructive relationships with key funders and policy-makers to educate them on the needs, priorities, and opportunities of official language minority communities
- Identifying and mobilising key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events
- Supporting communities and partners to obtain funding for their economic development projects
- Supporting intercultural, cross-sectoral, intercommunity relationship building and collaboration
- Leveraging additional resources through:
 - Revenue generating activities
 - Successful funding proposals

² See examples of eligible activities provided in the [program description section](#).

- Financial contributions from partners
- In-kind contributions from partners

Strengthening capacity for community economic development

- Leading, supporting, and participating in community economic development planning processes
- Working in partnership with communities and stakeholders to design, develop, obtain funding for, and implement economic development plans, initiatives, and projects to:
 - Promote sustainable economic development.
 - Attract, recruit, and integrate immigrants and workers from other provinces/territories.
 - Repatriate youth who have moved to other regions/provinces/territories.
 - Support tourism development in official language minority communities or the industry at large in their province/territory.
 - Promote the province's/territory's official language minority communities cultural, artisan, and artistic community as well as their products.
 - Improve the offer of French language early childhood education services in their province/territory.
- Assisting employers in meeting their workforce needs through job fairs, job matching services, and job specific skills development and training
- Raising awareness about entrepreneurship, including targeted initiatives for immigrants, women, and youth

Strengthening capacity for human resources development

- Organizing and supporting various events, workshops, networks, and forums to identify human resources skills development needs and opportunities, lead/contribute to planning exercises, and implement/support skills development initiatives
- Developing a broad variety of learning tools to support small and medium enterprises, entrepreneurs, self-employed individuals, and job seekers
- Organizing and supporting a broad variety of learning events, such as workshops, training sessions, and seminars/webinars to support small and medium enterprises, entrepreneurs, self-employed individuals, and job seekers
- Providing networking opportunities to entrepreneurs and self-employed individuals, including targeted events for women
- Providing a range of small business support services, including pre and post start-up support services, business transfer services, and business consulting services.
- Facilitating access to small business support services provided by other organizations
- Providing a range of employment assistance services to job seekers, including pre-employment training, job search assistance, job matching, mentoring and employment maintenance supports

- Designing and implementing targeted training and mentoring programs to address the specific labour market integration needs of specific sub-populations, including:
 - Black official language minority communities youth
 - Women
 - Visible minorities
 - Immigrants
 - Indigenous peoples

The findings presented in this section are summarized from the more detailed findings presented in Appendix D. The appendix provides an inventory of the types or activities implemented by each organization from April 2018 to March 2020 in relation to Enabling Fund objectives.

4.3 Implementation of planned activities

Key Findings

- The 5 organizations implemented planned activities from April 2018 to March 2019.
- Organizations took advantage of emerging opportunities to develop and implement additional activities.
- A few planned activities were cancelled in response to changing context.

4.3.1 Implemented activities

The 5 organizations implemented planned activities from April 2018 to March 2019. Organisations adapted their activities to changing context. Changes in partner priorities, economic context, and funding availability, as well as lessons learned led contribution agreement signatories to adjust their planned activities. This process is encouraged and facilitated by ESDC, as it increases the organizations' ability to achieve targeted project outcomes.

In their contribution agreements, each signatory organization identifies a list of their objectives, related planned activities and expected results. In their quarterly activity reports and annual reports, the organizations report on their progress toward implementing their planned activities and reaching their expected results. This data was used to assess the extent to which the 5 organizations implemented their planned activities. The accuracy of the data on implemented activities and populations served was confirmed through key informant interviews.

A detailed review of the 5 organizations' documents revealed significant variation in contribution agreement structures and reporting style between organizations, and

between fiscal years.³ Some of the contribution agreements and reporting styles lend themselves more readily to facilitating an assessment of achieved results. Specifically:

- Some contribution agreements had clearly aligned project objectives, planned activities, and expected results, while others were less well aligned.
- Some contribution agreements had clear and measurable targets, while others less tangible output targets, or targets that would be very difficult to measure.
- Some quarterly activity reports were written in a way that clearly linked project objectives, implemented activities, and achieved results, while others were less structured.
- One organization demarcated itself in its ability to capture some of their activities' contributions to intermediate outcomes.

The content and organization of information provided in quarterly reports reflect the project objectives, planned activities, and expected results outlined in contribution agreements. Organizations with clearly articulated and well-aligned objectives, activities, and results submitted quarterly reports that more consistently captured results.

Despite the variation in the documents reviewed, the information was detailed enough to determine that most planned activities were implemented. Overall, the document review revealed that the 5 organizations:

- Made reasonable efforts to implement their planned activities.
- Adapted to changing opportunity structures and tried to take advantage of emerging opportunities.
- Adjusted their planned activities based on lessons learned.

The specific activities implemented by the organizations and their associated results are too numerous to present in this report. Examples of each organization's activities and results are provided to illustrate the breadth of implemented activities and the extent of the results achieved.

Association Franco-Yukonnaise
Examples of implemented activities and achieved results

- From April 2018 to March 2020:
 - provided a range of employment assistance services to 159 individuals.
 - organized and provided 10 Yukon tourism familiarisation tours for travel agents, and travel bloggers/columnists, to attract francophone tourists to the Yukon.
- Launched 3 online recruitment campaigns in 2019 to 2020 to attract workers to the Yukon.

³ Documents reviewed included the 2014 to 2018 and 2019 to 2023 contribution agreements, the quarterly activity reports and submitted by each of the organizations between April 2018 and March 2020, and the organisations' 2019 to 2020 annual reports. .

- Following the campaigns, 12,710 people visited the www.vivreauxterritoires.ca website, representing a 129% increase in the number of visitors.
- Collaborated with le Centre du savoir sur mesure de l'Université du Québec à Chicoutimi to develop a training program for Francophones in the Yukon.

Conseil de développement économique de l'Alberta **Examples of implemented activities and achieved results**

- Created an association for bilingual communities in Alberta.
 - Each member openly recognises the value of bilingualism.
 - Together, the members developed a Strategic Plan to guide their collaborative development efforts.
- Supported francophone tourism in Alberta.
 - Maintained the www.tourismealberta.ca website, which received an average of 10,000 visitors and 25,000 page views per quarter.
 - Produced and distributed over 5,000 copies of the Francophone Alberta tourism guidebook in popular tourist destination, tourist information centres, and travel agents.
 - Developed an app to help visitors learn about the historical francophone neighbourhood of Rouleauville in Calgary
 - The app had been accessed 5,730 times by March 2020.
- Worked with the Réseau santé albertain and the Association canadienne-française de l'Alberta régionale de Edmonton to develop a strategic plan to launch a Francophone health centre in Edmonton.
- Supported Francophone and bilingual businesses through 571 business-consulting interactions.

Community Economic Development and Employability Corporation **Examples of implemented activities and achieved results**

- Supported community economic planning, including consultations, plans, project funding proposals, project implementation, and progress assessment in 10 communities, in 2018 to 2019.
- Supported tourism development planning, including consultations, plans, project funding proposals, project implementation, and progress assessment in at least 8 communities, in 2018 to 2019.
 - For example, in collaboration with partners, helped to secure \$9,756,279 in investments to develop tourism projects in Kegaska and Blanc Sablon
 - Blanc Sablon experienced a 92% increase in visits.

- Developed and delivered an integrated learning model combining training and paid job placements to improve skills alignment with local opportunities.
 - In 2019 to 2020, the program was offered to over 40 participants in 5 communities.
- Delivered Youth Start-Up seminars to at least 220 participants aged 18 to 35.

Conseil économique du Nouveau Brunswick
Examples of implemented activities and achieved results

- Supported 60 employers in 2018 to 2019 to hire and retain Francophone immigrant employees.
- Organised 15 entrepreneurship learning camps for youth in 2018 to 2019.
- Supported the creation and launch of 6 youth cooperatives, involving 65 participants, and the creation of 12 summer jobs (2018 to 2019).
- Designed and implemented an initiative to promote women in male dominated fields, including:
 - 8 videos, which were viewed over 15,000 times.
 - 45 workshops in 15 schools, reaching over 1000 students.

Société économique de l'Ontario
Examples of implemented activities and achieved results

- Lead the ongoing development and maintenance of a provincial Francophone heritage tourist circuit from 2018 to present, which includes over 80 tourist attractions.
- Delivered entrepreneurial awareness and skills development activities to over 3,000 students in 7 school boards in 2019 to 2020.
- Provided business-consulting services to more than 250 businesses in 2019 to 2020.
- Delivered settlement and employment assistance services to over 300 immigrants and refugees in 2019 to 2020.

4.3.2 Targeted subpopulations

All organisations developed programs and services designed to meet the specific needs of 1 or more Official Language Minority Community subpopulation.

- Programs and services designed for immigrants were delivered in all of the organizations.

- Programs and services designed for women and youth were delivered in 4 organisations.
- Two or fewer organisations delivered programs and services designed for Black youth, Black immigrants, Indigenous people, seniors, and visible minorities.

The distinct program needs of these subpopulations were identified through community consultations, planning exercises, research, surveys, and regular interaction with community members and stakeholders.

The organizations reported working in collaboration with a variety of organisations to identify needs, develop relevant programming, recruit participants and deliver services. Examples of services delivered include the following:

- Settlement and employment assistance services for immigrants
- Entrepreneurial supports and networking opportunities for women
- Entrepreneurial awareness and skill development activities designed to address the needs of youth, Black youth, immigrant women, and immigrants
- Pre-employment and job-specific training for Indigenous people, and immigrant women

4.3.3 Early childhood education initiative

The 2018 to 2023 Action Plan for Official Languages allocated an investment of \$20 million in early childhood education and childcare. From that investment, the Enabling Fund received \$6.85 million to foster the development of start-up capacities of early childhood educators. The initiative aims to increase the number of Francophone childcare spaces in Francophone minority communities.

The Réseau de développement économique et d'employabilité Canada was selected to implement the initiative and to redistribute funds to selected stakeholders. These stakeholders implemented and delivered approved projects.

In the first stage of funding, the Réseau de développement économique et d'employabilité Canada conducted research to identify community needs, prioritize areas for improvement, and develop a funding plan. The organization then signed 12 sub-agreements with service providers to support community projects.

Each of the 4 Francophone organizations included in this evaluation had implemented activities in support of this broader initiative in 2019 to 2020.⁴ Examples of supportive activities included the following:

- Undertaking market and feasibility studies
- Supporting the funding proposals submitted by service providers in their jurisdiction.
- Providing day care start-up and management support services

⁴ See Appendix D for a more detailed description of implemented projects.

- Providing entrepreneurial support for family day care centres and childcare services already in place to ensure their economic viability
- Creating a day care start-up guide

4.4 Contribution to enhancing the development and vitality of communities

Key Findings

- The activities carried out by the 5 organisations build partnerships, leverage additional resources, and contribute to enhancing community economic development and human resources development of Official Language Minority Communities.

The evidence summarized in sections 4.2 and 4.3 and documented in Appendix D demonstrates that activities carried out by the 5 selected organizations:

- Build partnerships.
- Leverage additional resources.
- Contribute to enhancing community economic development and human resources development of official language minority communities.

Each organization collaborated with a broad variety of partners, such as:

- Chambers of commerce
- Local economic development organizations
- Municipal, provincial, and federal governments
- Non-profit organizations
- Primary, secondary, and postsecondary education institutions
- Private sector businesses and employers

All organizations worked in collaboration with majority language organizations, as well as other Official Language Minority Community organizations.

As demonstrated in Table 2, each organization was successful in leveraging additional funds in fiscal years 2018 to 2019 and 2019 to 2020. Given the very different provincial and territorial contexts in which they operate, the amount of funding leveraged by each organization is not comparable. The amount of leveraged funding varied from one year to the next depending on the types of activities that were being implemented.

Table 2: Resources leveraged by each organization over 2 fiscal years

Organization	Fiscal Year	Enabling Fund ⁵	Leveraged resources ⁶
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⁵ Actual amount of Enabling Fund investment per fiscal year by organization, as confirmed by the program.

⁶ Estimated amount of leveraged funding per fiscal year (including financial resources, in-kind contributions, and revenue) by organization, as reported by the organizations in their annual reporting to the program.

Association Franco-Yukonnaise	2018 to 2019	\$303,730	\$40,000
	2019 to 2020	\$359,067	\$826,525
Conseil de développement économique de l'Alberta	2018 to 2019	\$491,401	\$1,670,302
	2019 to 2020	\$559,031	\$1,071,988
Community Economic Development and Employability Corporation	2018 to 2019	\$2,511,236	\$1,282,659
	2019 to 2020	\$2 674 002	\$784,062
Conseil économique du Nouveau Brunswick	2018 to 2019	\$684,665	\$3,332,935
	2019 to 2020	\$806,288	\$4,099,535
Société économique de l'Ontario	2018 to 2019	\$1,836,568	\$1,640,655
	2019 to 2020	\$2,660,467	\$2,056,636

Implemented activities and reported results demonstrate that the contribution agreement signatories have delivered on expected outputs as outlined in the Enabling Fund logic model.⁷ As illustrated in the logic model, outputs can reasonably contribute to increased human resources and community economic development capacity of official language minority communities.

The examples provided illustrate how the activities of the funded organizations contribute to the development and vitality of official language minority communities.

Examples of Association Franco-Yukonnaise contributions to program outcomes

Francophone immigration forum in Whitehorse: They organised and coordinated the forum, which brought together the main local and territorial stakeholders involved in settlement and integration of Francophone immigrants. The forum identified the activities and services that were included in the Francophone Welcoming Initiative's action plan for Whitehorse.

Networking event in collaboration with the Whitehorse Chamber of Commerce: Over 85 people participated in the event. Participants included business owners, municipal, territorial and federal public servants, municipal councillors, territorial government ministers, the mayor of Whitehorse, and other community members. The event helped to increase awareness about the organization and the Francophone community. It also allowed Francophone business people, entrepreneurs, and service providers to network and gain more visibility in the community.

Examples of Conseil de développement économique de l'Alberta contributions to program outcomes

⁷ See appendix A.

Old School Cheesery Économusée: They facilitated the process of opening the first Économusée in Alberta. The designation as an Économusée brings visibility to the business. It also represents a new cultural tourism attraction and encourages tourism to the community of Vermilion, Alberta.

Entrepreneurial workshop for Francophone immigrant women: They collaborated with Francophonie Albertaine Plurielle to design and deliver a workshop for Francophone immigrant women who wish to launch a small business in Alberta. The workshop attracted approximately 50 participants. Many subsequently contacted the Conseil de développement économique de l'Alberta to receive start-up support services to launch a business. It also led to the creation of the Elles des Affaires, a women's business group that offers professional development and networking opportunities.

Examples of Community Economic Development and Employability Corporation contributions to program outcomes

Earn while you learn program: They developed and delivered a program that combined workplace-specific French as a second language training with job specific training. Participants in the 300-hour training program received a salary during the course and then worked for a local employer. They were hired to fill a variety of entry-level positions such as cashiers, cleaning staff, and assistant cooks.

In 2019 to 2020, 11 people participated in the program, 8 of whom were hired by the employer. Two participants reported that their families were able to stay in the region because they found work. In addition to the impact on participants, the program helped to address a labour shortage affecting one of the main employers in the community.

Integrated Learning Model: The organization piloted an integrated learning model in 2 communities. The training was developed in collaboration with the communities, local employers and other stakeholders. It sought to address the literacy, language, soft-skills, and job specific skills needed by participants to meet the workforce needs of local employers.

In 2018 to 2019, 17 students participated in the program pilot. Of those, 11 completed the training and 5 (29%) obtained employment. These results compare favourably to the 13% average for other adult education programs in the 2 communities. A detailed program evaluation was completed to assess outcomes and to refine the program.

Examples of Conseil économique du Nouveau Brunswick contributions to program outcomes

Mode d'emploi program: They designed and delivered a 6 week pre-employment and employment assistance program for Francophone visible minority women. The program includes visits to employers and networking opportunities.

By March 2020, 3 cohorts had participated in the program. Following the training, half of the participants found work in their field. Some were hired by employers they had met through the program.

Innovating through improved processes program: The program covers up to \$50,000 worth of business consulting services. It aims to improve participating businesses' performance and competitiveness through lean manufacturing and improved business processes.

By March 2020, 15 businesses had participated in the program. The organization reported that the program was very well received by participants and had led to concrete results. 1 business saved \$500,000 and another doubled its revenues thanks to changes made following their participation.

Examples of Société économique de l'Ontario contributions to program outcomes

Structured mentorship program for highly skilled immigrants: The program simultaneously addresses employers labour force needs and helps newcomers to obtain their first paid work experience in their field. It matches employers with highly skilled immigrant workers to fill open positions. The program is offered throughout Canada in collaboration with:

- The Réseau de développement économique et d'employabilité du Canada.
- The Conseil de développement économique des municipalités bilingues du Manitoba.
- The Société de développement économique de la Colombie-Britannique.

Being in demand from both employers and participants, the program has served over 3 times more participants than its annual target of 10 participants. Most participants remained employed post-participation.

Business Incubator program: They designed and launched an online business incubator program that serves Francophones throughout the province. Over the course of the program, participants complete the preparatory work necessary to be ready to launch their business. For example, they receive training, support from GrowthWheel certified experts, and networking opportunities. The program is in high demand.

5. Conclusion and recommendation

The findings presented in this evaluation report confirm that the 5 organisations are implementing relevant activities that contribute to the Enabling Fund program objectives.

- The objectives and activities carried out by the contribution agreement signatories continue to be aligned with program objectives and eligible activities.
- The organisations implement most of the activities outlined in their contribution agreements.
- The activities carried out by the organizations:
 - Build partnerships.
 - Leverage additional resources.
 - Contribute to enhancing the community economic development of official language minority communities.
 - Contribute to the growth and development of human resources in official language minority communities.

The evaluation also found that the organisations adapt to changing contexts, including the COVID-19 pandemic. All organizations were able to adapt the majority of their programs and services to be delivered online. The pandemic made it more difficult to provide some types of programs and services. However, it also enabled organisations to reach more community members in rural and remote regions of their jurisdiction.

Recommendation: The program is encouraged to explore approaches to improve the program's ability to consistently capture results from funded projects.

Rationale: The document review revealed significant variation in contribution agreement structures and reporting style between the 5 organizations.

- Some contribution agreements had clearly aligned project objectives, planned activities, and expected results with clear and measurable targets. Other contribution agreements were less well aligned and had less tangible output targets, or targets that would be very difficult to measure.
- Some quarterly activity reports were written in a way that clearly linked project objectives, implemented activities, and achieved results, while others were less structured.

The content and organization of information provided in quarterly reports reflect the project objectives, planned activities, and expected results outlined in contribution agreements. Organizations with clearly articulated and well-aligned objectives, activities, and results submitted quarterly reports that more consistently captured results.

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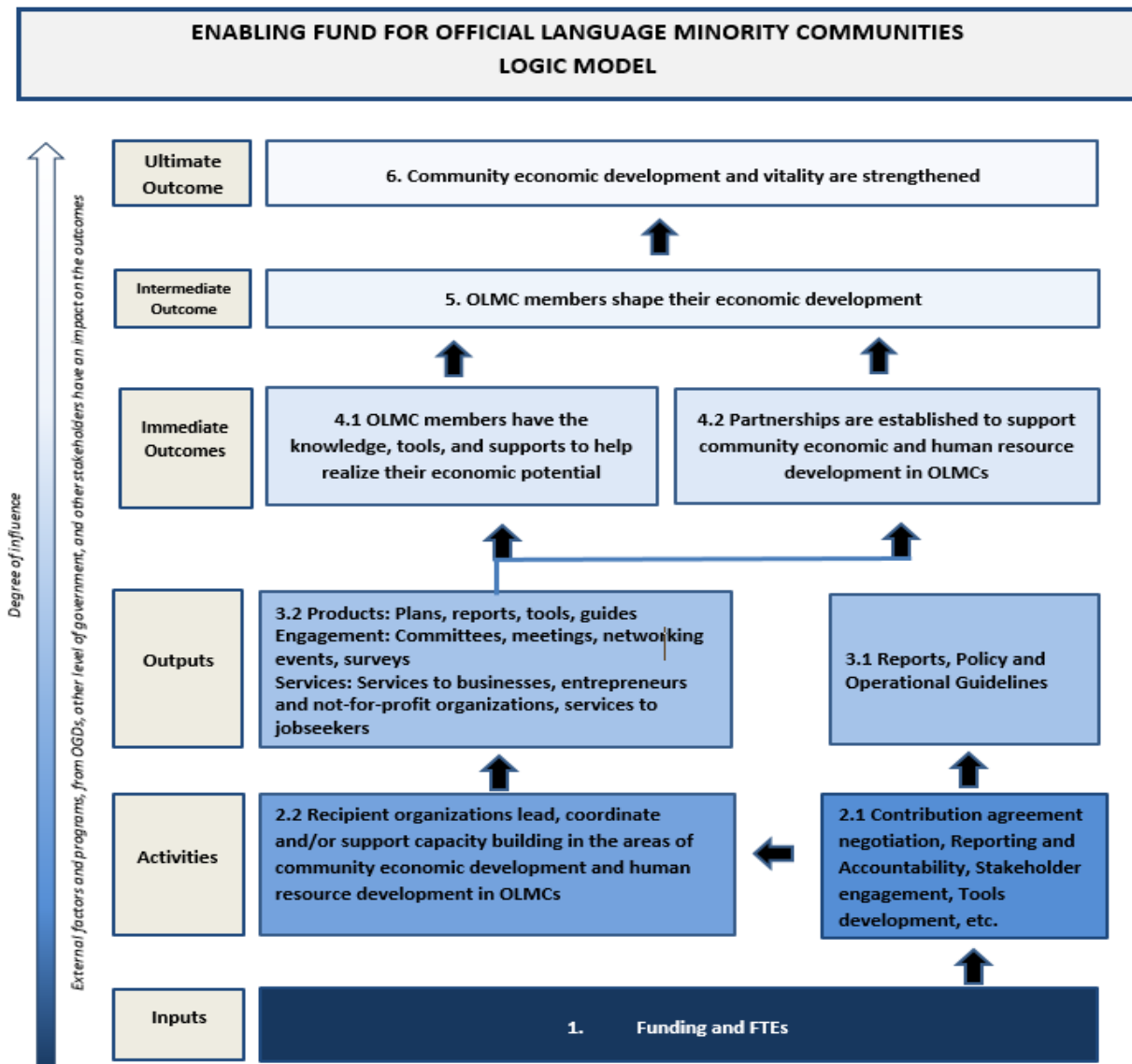
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Appendix A: Enabling Fund Logic Model

Figure A 1: Enabling Fund for Official Language Minority Communities Logic Model



Appendix B: List of Contribution Agreement Signatories

Table A1 provides a list of the Enabling Funds' national level and 13 provincial and territorial contribution agreement signatories.

Table A 1: Contribution Agreement Signatories

Province/Territory	Organization
National Level	Réseaux de développement économique et d'employabilité Canada
Alberta	Conseil de développement économique de l'Alberta
British Columbia	Société de développement économique de la Colombie-Britannique
Manitoba	Conseil de développement économique des municipalités bilingues du Manitoba
Newfoundland and Labrador	Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador
Northwest Territories	Conseil de développement économique des Territoires du Nord-Ouest
Nouveau Brunswick	Conseil économique du Nouveau-Brunswick
Nova Scotia	Le Conseil de développement économique de la Nouvelle-Écosse
Nunavut	Carrefour Nunavut
Ontario	Société économique de l'Ontario
Prince Edward Island	Réseau de développement économique et d'employabilité de l'Île du Prince Édouard
Quebec	Community Economic Development and Employability Corporation
Saskatchewan	Conseil économique et coopératif de la Saskatchewan
Yukon	Association Franco-Yukonnaise

Appendix C: Evaluation questions and supporting lines of evidence

Five contribution agreement signatory organizations have been selected to participate in the document review and key informant interviews. These include:

- Association Franco-Yukonnaise (AFY)
- Community Economic Development and Employability Corporation (CEDEC)
- Conseil de développement économique de l'Alberta (CDÉA)
- Conseil économique du Nouveau Brunswick (CÉNB)
- Société économique de l'Ontario (SÉO Ontario)

Contribution agreement signatories in the Yukon, Alberta, and New Brunswick were randomly selected among northern, western, and eastern organizations to ensure regional representation. The organisation in Ontario was selected given the size of the Francophone community that it serves. The organisation in Québec was selected because it is the only one serving Anglophones in Canada.

Documents reviewed included contribution agreements, quarterly activity reports, and annual reports from April 2018 to March 2020. The document review addresses questions 1, 2, 3, and 3.a.

The key informant interviews were carried out with the leaders and staff of the 5 selected contribution agreement signatories. Interviews address question 3.a as well as enable the collection of data for a GBA+ analysis. Interviews were completed in January 2022 by phone or on MS Teams.

Table A 2: Evaluation questions and lines of evidence

Evaluation Question	Document Review	Key Informant Interviews
1. Do objectives and activities carried out by contribution agreement signatories continue to be aligned with the Enabling Fund objectives and eligible activities?	x	
2. Do reported results demonstrate the extent to which contribution agreement signatories implemented the planned activities?	x	
3. Do implemented activities and reported results contribute to enhancing the development and vitality of official Language Minority Communities?	x	
a. What examples can be provided by selected contribution agreement signatories?		x

Appendix D: Alignment of activities

Organization	Community economic development activities	Human resources development activities	Building partnerships and leveraging additional resources
Association Franco-Yukonnaise	<ul style="list-style-type: none"> • Organized, supported, and participated in community economic development planning activities. • Worked in partnership with communities and stakeholders to design, develop, obtain funding for, and implement economic development plans, initiatives, and events. • Organized and participated in activities (job fairs, recruitment campaign, and job matching) to recruit French-speaking workers from elsewhere in Canada and abroad. <ul style="list-style-type: none"> ○ Successfully recruited French-speaking workers to come work in the Yukon. • Supported the social and economic integration of Francophone newcomers to the Yukon: <ul style="list-style-type: none"> ○ Organized, supported, and participated in activities (events, networks, and education and awareness campaigns). ○ Provided immigrant settlement services. • Supported the development of Francophone tourism in the Yukon through: <ul style="list-style-type: none"> ○ The production and distribution of the Yukon vacation guide; 	<ul style="list-style-type: none"> • Provided support to Francophone entrepreneurs and self-employed individuals in the Yukon, through networking events, training activities, information sessions, and business start-up support. • Provided employment assistance services and short-term training, including targeted services for youth and immigrants. • Organized 1 bilingual job fair per year. 	<ul style="list-style-type: none"> • Identified and mobilised key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events. • Educated potential partners and stakeholders on economic development opportunities associated with the Yukon's Francophone community. • Developed and maintained partnerships with a wide variety of stakeholders, including municipal, territorial, and federal governments, private sector organizations, non-profit organizations, primary, secondary and post-secondary education institutions. • Leveraged additional resources through: <ul style="list-style-type: none"> ○ Successful funding proposals; ○ Financial contributions from partners; and ○ In-kind contributions from partners.

	<ul style="list-style-type: none"> ○ The creation and implementation of a marketing campaign; ○ The organization and delivery of familiarization tours for Canadian and foreign French-speaking tour operators and media; and ○ Participation in various events, networks, forums, conferences, and national and international Francophone summits to promote the Yukon as a tourist destination. ● Promoted the Yukon's Francophone cultural and artistic community, artists and their products. ● Supported a day care to improve the offer of French-language services in early childhood education in the Yukon. 		
<p>Conseil de développement économique de l'Alberta</p>	<ul style="list-style-type: none"> ● Organized, supported, and participated in community economic development planning activities. ● Worked in partnership with communities and stakeholders to design, develop, obtain funding for, and implement economic development plans, initiatives, and events. ● Promoted sustainable development by raising awareness and encouraging Franco-Albertan stakeholders (municipalities, businesses, school boards) to undertake sustainable development projects. 	<ul style="list-style-type: none"> ● Provided support to Francophone and bilingual businesses and entrepreneurs in Alberta by: <ul style="list-style-type: none"> ○ Maintaining a directory of businesses that offer services in French in Alberta on the CDÉA website. ○ Organizing and participating in networking activities, conferences, workshops, training, and galas, including a targeted networking event for women. ○ Providing information, support and mentoring services for entrepreneurs and small businesses. 	<ul style="list-style-type: none"> ● Identified and mobilised key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events. ● Developed and maintained partnerships with a wide variety of stakeholders, including municipal, territorial, and federal governments, private sector organizations, non-profit organizations, primary, secondary and post-secondary education institutions. ● Supported communities and partners to obtain funding for their economic development projects. ● Contributed to the creation of a network of bilingual municipalities,

	<ul style="list-style-type: none"> Supported efforts to attract and integrate Francophone immigrant workers in Alberta. Supported the development of the Francophone tourism industry in Alberta by: <ul style="list-style-type: none"> Producing, promoting, and distributing the Official Alberta Francophone Tourist Guide. Maintaining and improving the www.TourismeAlberta.ca website. Implementing and supporting tourism development projects. Participating in various Francophone events, networks, forums, conferences, summits, fairs in Canada and abroad to promote Alberta as a tourist destination. Creating and launching a campaign to promote and increase Francophone tourism in Alberta. Supported the improved offer of French-language early childhood services by contributing to planning activities and creating a day care start-up guide. 	<ul style="list-style-type: none"> Raised entrepreneurial awareness, knowledge and skills of Francophone youth through contests, workshops, and training. In collaboration with partners, provided entrepreneurial training and workshops to immigrants. <p>implementation of a marketing strategy and recruitment of members.</p> <ul style="list-style-type: none"> Leveraged additional resources through: <ul style="list-style-type: none"> Revenue generating activities; Successful funding proposals; Financial contributions from partners; and In-kind contributions from partners.
<p>Community Economic Development and Employability Corporation (Quebec)</p>	<ul style="list-style-type: none"> In collaboration with community partners, organized and supported community economic development planning activities, including community capacity assessments, economic demographic profiling, economic development plans, and progress assessment/evaluation. Worked in partnership with communities and stakeholders to <ul style="list-style-type: none"> Deepened and shared knowledge of Quebec Anglophone’s labour market participation needs, opportunities, and challenges. Stimulated and supported small business development among Anglophones in Quebec by: <ul style="list-style-type: none"> Providing a range of small business support services, 	<ul style="list-style-type: none"> Identified and mobilised key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events. Developed and maintained partnerships with a wide variety of stakeholders, including municipal, territorial, and federal governments, private sector organizations, non-

	<p>design, develop, obtain funding for, and implement economic development plans, initiatives, and events.</p> <ul style="list-style-type: none"> Supported the development of the tourism industry in Anglophone communities by helping communities to: <ul style="list-style-type: none"> Identify areas for tourism development as part of community economic development consultations and planning. Identify funders and to apply for funding for tourism development projects. Implement and evaluate projects. 	<p>including pre and post start-up support, networking events, professional development opportunities, seminars, webinars, and workshops.</p> <ul style="list-style-type: none"> Facilitating access to small business support services offered by other organizations. Provided employment assistance services, including networking opportunities, workshops, short courses, integrated learning programs (skills development training and co-op placement), and promoting career opportunities in the provincial and federal public service. Trained local people to meet local workforce needs (Job-specific language and skills training, soft-skill training). Designed and implemented targeted initiatives to improve the labour market outcomes of Quebec Anglophone sub-populations, including newcomers, Black English-speakers, older workers, and Indigenous peoples. 	<p>profit organizations, primary, secondary and post-secondary education institutions.</p> <ul style="list-style-type: none"> Supported communities and partners to obtain funding for their economic development projects. Supported intercultural (Anglophone, Indigenous, Francophone), cross-sectoral, intercommunity relationship building and collaboration. Built and maintained constructive relationships with key public and private stakeholders to influence policy, increase resources and increase economic activity in Quebec's Anglophone communities. Leveraged additional resources through: <ul style="list-style-type: none"> Revenue generating activities; Successful funding proposals; Financial contributions from partners; and In-kind contributions from partners.
<p>Conseil économique du Nouveau-Brunswick</p>	<ul style="list-style-type: none"> Organized and supported community economic development planning activities, including community capacity assessments, economic demographic profiling, economic development plans, and progress assessment/evaluation. Worked in partnership with communities and stakeholders to 	<ul style="list-style-type: none"> Organized and supported various events, workshops, networks, and forums to identify human resources skills development needs and opportunities, lead/contribute to planning exercises, and implement/support skills development initiatives in human resources. 	<ul style="list-style-type: none"> Identified and mobilised key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events. Developed and maintained partnerships with a wide variety of stakeholders, including municipal, territorial, and federal governments,

	<p>design, develop, obtain funding for, and implement economic development plans, initiatives, and events.</p> <ul style="list-style-type: none"> Supported the development of the Francophone tourism industry in New Brunswick and the Maritimes by: <ul style="list-style-type: none"> Organizing and participating in various Francophone events, networks, forums, conferences, summits, and fairs to promote New Brunswick and the Maritimes as a tourist destination. Implementing and supporting tourism development projects. Organized and participated in various events, networks, and forums to recruit French-speaking labour abroad and to repatriate young people to the province's Francophone regions. Supported the economic integration of Francophone immigrants in New Brunswick through employer and community education, pre-departure services, settlement services, and specialised employment assistance services. Provided day care start-up and management support services. 	<ul style="list-style-type: none"> Supported Francophone and bilingual businesses and entrepreneurs through: <ul style="list-style-type: none"> Initiatives aimed at improving the knowledge and skills of entrepreneurs in business start-up, management, recruitment, innovation, exploitation of emerging niches and business transfer. Networking activities, including support for the development of a website aimed at facilitating networking between potential buyers and businesses for sale. Raised entrepreneurial awareness, job market knowledge and skills of Francophone youth through contests, workshops, and training. Designed and implemented targeted initiatives to meet labour force needs and improve the labour market outcomes of women and visible minority women. Provided a range of employability and employment assistance services. 	<p>private sector organizations, non-profit organizations, primary, secondary and post-secondary education institutions.</p> <ul style="list-style-type: none"> Supporting communities and partners to obtain funding for their economic development projects. Leveraged additional resources through: <ul style="list-style-type: none"> Revenue generating activities; Successful funding proposals; Financial contributions from partners; and In-kind contributions from partners.
<p>Société économique de l'Ontario</p>	<ul style="list-style-type: none"> Organized and supported community economic development planning activities, including community self-assessments, and planning events, networks, conferences, and galas. Worked in partnership with communities and stakeholders to 	<ul style="list-style-type: none"> Supported Francophone and bilingual businesses and entrepreneurs by providing a range of business support services, including networking events and webinars, consultation services, training, business start-up support, business accelerators and 	<ul style="list-style-type: none"> Identified and mobilised key stakeholders to develop, fund, and implement economic development plans, projects, initiatives, and events. Organized, participated in, and supported various events, networks, forums, conferences, and

design, develop, obtain funding for, and implement economic development plans, initiatives, and events.

- Supported for the development of the Francophone tourism industry in Ontario by:
 - Implementing and support of tourism development projects.
 - Organizing of a conference on sustainable tourism.
- Organized and participated in activities (workforce needs identification, job fairs, recruitment campaigns, and job matching) to recruit Francophone immigrants.
 - Successfully recruited Francophone immigrants to fill labour market needs in Ontario.
- Supported the economic integration of Francophone immigrants in Ontario by supporting and implementing related initiatives, and offering a range of employment assistance, matching, mentoring, and retention services.
- Supported the improved offer of French-language early childhood services by:
 - Undertaking market and feasibility studies.
 - Supporting funding proposals.
 - Providing entrepreneurial support for family day care centres and childcare services already in place to ensure their economic viability.

incubators, business transfer support, and sustainable development accreditation.

- Raised entrepreneurial and community development awareness and skills of Francophone youth through contests, workshops, and training.
- Provided a range of employment assistance services to match the available workforce to the job market, including targeted services for women and immigrants.

galas to develop and maintain partnerships with a wide variety of stakeholders, including municipal, territorial, and federal governments, private sector organizations, non-profit organizations, primary, secondary and post-secondary education institutions.

- Educated donors, municipal, provincial and federal government authorities, elected municipal officials, and members of provincial and federal parliament on the needs and priorities of Francophone communities in Ontario.
- Leveraged additional resources through:
 - Revenue generating activities;
 - Successful funding proposals;
 - Financial contributions from partners; and
 - In-kind contributions from partners.