

February 2023

SECOND EDITION

white paper

Enhanced Prosperity for the
Economic Development of
Francophone and Acadian
Minority Communities



Funded in part by the Government of Canada through the
Enabling Fund for Official Language Minority Communities



Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

RDÉE

Canada

SECOND EDITION

white paper

Table of Contents

Acknowledgements	3
A word from the Chair	4
A word from the CEO	5
Executive Summary	6
Situational Analysis	7
Demographic Profile of Francophone and Acadian Minority Communities	8
Current Political Context Surrounding Official Languages	9
Taking action for the economic Francophonie in minority situations	12
Challenges, strategic issues and opportunities	14
Developing Francophone Entrepreneurship in a Minority Context	14
Workforce and Employability	15
Immigration	17
Tourism	19
Sustainable Development	20
Economic Youth	21
Early Childhood	22
List of Recommendations	24
Roadmap	26
Conclusion	28
References	29





Acknowledgements

The editorial team of this second edition of the White Paper on Francophone and Acadian Community Economic Development would like to thank a number of organizations, without which this new edition of the White Paper would not have been possible.

RDÉE Canada would like to thank Employment and Social Development Canada (ESDC), through the Enabling Fund for Official Language Minority Communities, as well as Innovation, Science and Economic Development Canada (ISED) through the Economic Development Initiative, for their support and commitment to this project.

In addition, RDÉE Canada would like to thank all the researchers, experts of the Francophone economy in a minority context and other individuals who reviewed and validated the findings and recommendations contained in this document. Your support was invaluable in the production of this document, which we hope will help guide future decisions.

Finally, RDÉE Canada would like to extend a special thank you to TACT for their assistance in drafting this document, as well as for the organization of the *Sommet national sur la francophonie économique en situation minoritaire* (National Summit on the Francophone Economy in Minority Contexts). Your help has helped us set the course for the years to come, and we are very grateful.

A Word From the Chair



**Pierre-Marcel
Desjardins,**

Chairman of the Board
of Directors of RDÉE
Canada

I am pleased to present the new White Paper on Francophone and Acadian Community Economic Development. This project represents over six years of work, effort and coordination. Six years during which we have been taking the pulse of the country's economy, working within Francophone and Acadian communities, and fighting for the vitality and prosperity of all, work which continues to this day. With this new edition, we hope to be able to share our findings, our priorities, our lessons and our wishes to build a more equitable and prosperous Canada.

This document is the result not only of our observations, but also of the input of all participants in the National Summit on Francophone Minority Economies, which took place in September 2022. This massive consultation resulted in a significant number of considerations, which are reflected in this document. Without the contribution of over 200 individuals who participated in the exchanges, presentations and discussions during these days, this document would simply not have been possible. We are therefore immensely grateful to all the participants.

This new White Paper would not have been possible without the contribution of a dedicated and hardworking team. I would like to thank the RDÉE Canada editorial team as well as the TACT firm for their contribution to this document.

Our hats are off to all those who completed this project, and who contributed to the content. We are grateful for the efforts made by the entire network, as they lead to direct, positive and concrete results in our communities. Whether it is in immigration, tourism, economic youth, early childhood, entrepreneurship or sustainable development, we can say loud and clear that RDÉE Canada is, and continues to be, a key player in the Canadian Francophone economy!

Whether creating, growing, selling or buying a business, fostering job opportunities, developing new markets, expanding existing markets or investing in the development of new products and services, Canada's Francophone and Acadian communities offer entrepreneurs, project leaders and investors a range of opportunities to build the future. We hope that this new White Paper will chart the course for the years to come, provide specific directions and help foster the full inclusion of the Francophone and Acadian dimension in the development of the Canadian economy. After all, it is by moving forward together that we can prosper.

A Word From the CEO

Francophones are an integral part of Canadian history and identity. Economic Francophonie in the third millennium is multifaceted, composed of a multitude of characteristics and permeated by regional disparities. Thus, we refer to Francophone and Acadian communities, rather than a single community. What these communities have in common, of course, is the need and the will to work together to ensure their sustainability and prosperity.

This new edition of the White Paper is a continuation of the collaborative dialogue with various economic development partners and government officials to increase economic development, entrepreneurship and employability opportunities for Francophone and Acadian communities across the country and to coordinate our approaches and promote best practices. Through its actions, RDÉE Canada is a privileged partner of the various levels of government. It supports the government in its obligations to promote Canada's linguistic duality, support the economic development of official language minority communities and strengthen Canada's economic prosperity as a whole.

RDÉE Canada and its members promote partnerships with all economic development, entrepreneurship and employability stakeholders, as well as with key players with expertise in the field, in order to contribute to the local economic development of Francophone and Acadian communities and to position them as competitive and favourable economic assets and full-fledged agents of Canada's prosperity.

As a Canadian champion of economic development, entrepreneurship and employability in Francophone and Acadian communities, RDÉE Canada offers innovative approaches to leverage business opportunities. It takes concrete steps to increase the efficiency and quality of its services, which enables it to meet the direct and indirect needs of Francophone and Acadian communities, and to contribute more actively to their economic vitality.

In this sense, multilateral projects have been created in recent years within Francophone and Acadian communities, particularly in Western Canada, in terms of sustainable development, in the Atlantic region with a youth clientele, in the centre of the country in terms of immigration or in the North with trade missions. These have greatly contributed to the transfer of Francophone expertise within bilingual municipalities, and will only continue to do so in the future.

We are proud of our network's accomplishments and the substantial progress that has been made over the past 25 years. RDÉE Canada is constantly evolving and is part of a culture of innovation while consolidating its achievements in order to meet the challenges and seize the economic opportunities of the 21st century. It has chosen to focus on the added value of French and the strength of bilingualism in business. It is an honour and a privilege for our network to contribute, along with our partners, to forging a better economic future for the Francophone and Acadian communities of the country. We hope you will join us.



**Jean-Guy
Bigeau,**

Chief Executive
Officer of RDÉE
Canada

Executive Summary

The main recommendation of this White Paper is the implementation of a government plan dedicated to the economic Francophonie

This second edition of RDÉE Canada's *White Paper on the Economic Development of Francophone and Acadian Communities* is the result of the reflections of more than 200 stakeholders and partners of the Canadian Francophonie who met in September 2022. It identifies action paths for the government, the private sector and organizations of the Canadian Francophonie in the coming years.

For over 25 years, RDÉE Canada and its members have been working to promote the dynamism and economic vitality of Francophone and Acadian communities from coast to coast. Through seven major themes, namely Francophone entrepreneurship in a minority context, labour force, immigration, tourism, sustainable development, youth economy and early childhood, the organization ensures the implementation of structuring measures to promote the economic growth of communities.

At a time when the demographic weight of Francophones in the country is declining according to the latest census, and with a particular political context in place around official languages, both in the federal government and in the provinces, RDÉE Canada encourages all players to take action for the economic Francophonie in minority situations. Francophone communities must be considered a major asset for economic recovery, and the Government of Canada must adopt a common approach to ensure consistent interventions to support them.

The main recommendation of this White Paper is the implementation of a government plan dedicated to the economic Francophonie in order to encourage all departments involved to collaborate in a collective effort for the economic development of Francophone minority communities. Further recommendations aimed at the government and the private sector are based on the challenges and strategic issues related to the major themes, all supported by tangible commitments from RDÉE Canada. These are integrated into a roadmap that will allow governments, as well as the Francophone and Acadian communities, to act in the interest of a single goal for the coming years: to ensure the economic growth and prosperity of millions of Francophone Canadians and their minority communities, after three years of pandemic.

Situational Analysis



For over 25 years, the Réseau de développement économique et d'employabilité du Canada (RDÉE Canada) and its members have been working on the prosperity and economic development of Francophone and Acadian minority communities, as well as on employability issues and challenges. As the only pan-Canadian network dedicated to these issues, its actions have helped promote the dynamism and economic vitality of Francophone and Acadian communities, particularly through its work in collaboration with the private sector, the community and associative sector, as well as various levels of government.

RDÉE Canada is especially proud of initiating and completing major national projects in recent years, including the *Ô Chalet* project, the virtual job fairs, the *Salut Canada* platform, *Passeport entrepreneurial*, the *Consortium en petite enfance*, the *Connexions internationales* program, the *Entrepreneuriat 1530* project and, of course, the *Sommet national sur la francophonie économique en situation minoritaire* (National Summit on the Francophone Economy in Minority Communities) on September 28 and 29, 2022.

RDÉE Canada's strength stems from its knowledge of the asymmetrical local realities from an economic and employability point of view, the regional particularities of each of its members as well as the needs of the communities. This is what has allowed the network and its members to identify promising sectors for economic development and to implement structuring projects, while sharing best practices.

In January 2016, the RDÉE Canada tabled its first White Paper, which sets out priority measures to be implemented to meet the needs of Francophone and Acadian communities in the medium term, but also to encourage a greater number of Francophone Canadians and newcomers to take advantage of Canada's linguistic duality. The argument put forward is that the French language and bilingualism must be seen for what they truly are: competitive advantages and powerful levers for economic development and employability, both for Francophone and Acadian communities and for Canada as a whole.

Eight years later, although Canada's economic landscape has changed, RDÉE Canada still stands by this statement. While the COVID-19 pandemic has led to uncertain economic times for Canada, inflation is reaching record highs in the country and economists are predicting that the Canadian economy will enter a recession as early as the first quarter of 2023¹, RDÉE Canada can be an ally to policymakers and offer relevant solutions to ensure the economic vitality of Francophone and Acadian communities in a minority context.

The next sections will provide an overview of the situation of Francophone minority communities (FMCs) and the current political context related to official languages, before recalling the major concepts of the National Summit on the Francophone Economy in Minority Communities, held in September 2022 by RDÉE Canada in Ottawa. The major conclusions of this Summit support the update of the 2016 White Paper and set the stage for the implementation of recommendations for the coming years.

¹ <https://www.lesaffaires.com/secteurs/general/la-banque-royale-previent-qu-une-recession-pourrait-poinde-au-1er-trimestre-de-2023/636831>

Demographic Profile of Francophone and Acadian Minority Communities

Before discussing the economic development of Francophone and Acadian minority communities, it is important to briefly summarize the demographic weight of these communities in Canada. Understanding the demographic and geographic issues of FMCs ultimately informs our understanding of economic issues.

The latest Statistics Canada census (2021) provides us with fresh data on current demographic trends. Once again, and in line with the previous study, the weight of Francophones across the country is decreasing, going from 22.2% in 2016 to 21.4% in 2021. However, there is an increase in the absolute number of Francophone speakers, with French being the first official language spoken by 7.8 million Canadians in 2021, up from 7.7 million speakers in 2016.

However, if you eliminate the data for Quebec and focus on Francophone minority communities, the numbers paint a different picture. While the relative weight of Francophones in a minority context has remained stable, the Anglophone and Allophone population has increased considerably. As a result, the demographic weight of Francophones in Canada has decreased.

There are 2.8 million French speakers in the country. While the demographic weight of these communities is declining, from 3.6% in 2016 to 3.3% today, it is also the first time

since 1996 that there has been a decline in the absolute number of speakers for whom French is the only official language spoken, a decrease of 36,000 people. The number of people for whom French was the only mother tongue also decreased by 49,000 since 2016. However, the number of people with French as their first language, either alone or in combination with another language, jumped to 1.1 million speakers, an increase of 36,000 individuals.

While immigration is often beneficial to Francophone minority communities, the most recent census data reveals that 2.1% of immigrants outside Quebec have French as their first language, a slight drop from 2016. By 2021, newcomers represented 23% of Canadians, or nearly a quarter of the Canadian population, the highest proportion in the country's history.

Statistics Canada explains that the decline is due to a combination of factors, including incomplete language transfer from one generation to the next and an older Francophone population, which tends to have more deaths².

These demographic factors will therefore have a definite impact on the future of FMCs across the country. In particular, the changing demographic landscape will have implications for entrepreneurial succession, employment rates, the potential for new business creation, and much more. The future of our Francophone economy is inevitably shaped by our demographics and geographic representation.

² <https://onfr.tfo.org/recensement-grosse-chute-du-francais-en-ontario/>

Current Political Context Surrounding Official Languages

The political context surrounding official languages is also effervescent: in addition to the bill to amend the Official Languages Act, tabled by the Government of Canada on March 1, 2022, the Minister of Official Languages, Ginette Petitpas Taylor, held consultations between May and August 2022 to renew the Action Plan for Official Languages (APOL), which comes to term in 2023.

The Official Languages Act has only been significantly amended once since 1988, when it was updated to meet the obligations of the Canadian Charter of Rights and Freedoms. Bill C-13 amends almost every section of the Act, including recognizing that French is a minority language in Canada and specifying the impact required for measures to enhance the vitality of the English and French linguistic minorities³. However, the bill does not provide for government-wide coordination in the implementation of the Act, which RDÉE

Canada denounces. Similarly, we hope for better coordination in the achievement of Francophone immigration targets.

RDÉE Canada also hopes that the bill will be adopted quickly, at the start of 2023, without further delay. The federal government must also put forward the economic development of Francophone minority communities and the stimulation of Francophone entrepreneurship as an essential need for the development and vitality of the communities.

We also believe that a number of elements must be included in the update of the Act, particularly in regard to better control of official languages in businesses under federal jurisdiction and increased bilingualism among senior Canadian officials. In addition, the powers of the Commissioner of Official Languages must be increased, both in regard to departments and agencies and to businesses under federal jurisdiction. The recommendations below illustrate in detail the changes desired by RDÉE Canada.

RECOMMENDATIONS:

That the Government of Canada require businesses under federal jurisdiction to offer all their services in both official languages throughout the country and to communicate with their employees, service providers and consumers in the official language of their choice.

That the powers of the Commissioner of Official Languages be increased, namely through punitive powers that would allow for better oversight of the linguistic obligations of departments and agencies, and greater power over businesses under federal jurisdiction.

That all senior officials in the Government of Canada be officially bilingual.

³ <https://www.ledevoir.com/politique/canada/772739/langues-officielles-des-elections-pourraient-empêcher-l-adoption-de-c-13-dit-la-ministre>

RDÉE Canada, through its members, also takes a critical look at the current situation in the various provinces where Francophone minority communities are located:



ATLANTIC PROVINCES

In Atlantic Canada, fewer Canadians reported French as their first official language spoken in the last census. All three Maritime provinces (New Brunswick, Nova Scotia, Prince Edward Island) show a decline in the population that reported speaking French. In Newfoundland and Labrador, the number remained unchanged in 2021 from 2016⁴. Bilingualism, however, remained stable.

In New Brunswick, the only bilingual province, the review of the Official Languages Act will begin shortly: Premier Blaine Higgs has caused a surprise by announcing that a minister known for his hostile positions towards French and bilingualism will sit on the review committee. The situation must therefore change in order to develop a political and entrepreneurial ecosystem that is favourable to the development of the region's Acadian communities.



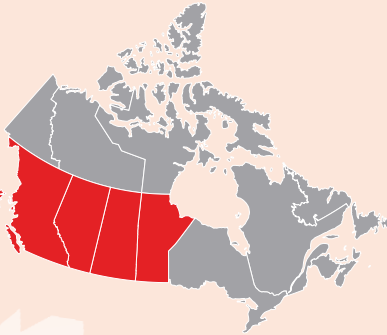
ONTARIO

The province is home to nearly half of the country's Francophone minorities. This exceptional situation translates into extraordinary representation on official languages issues. It is therefore incumbent upon the province to be a role model in asserting its identity and lending a hand to other communities in order to move forward in a collaborative manner.

That said, the gains made in Ontario are fragile, one of the most recent examples being the last-minute rescue of the Université de l'Ontario français (UOF) project, due to an agreement between the federal and Ontario governments, or the financial difficulties of Laurentian University, which has reopened the debate on the future and funding of Francophone postsecondary institutions in Ontario⁵. The future of the Francophone economy in a minority context will be played out in this part of the country.

⁴ <https://ici.radio-canada.ca/nouvelle/1906031/recensement-langues-maternelle-officielles-atlantique-francais-declin>

⁵ <https://ici.radio-canada.ca/nouvelle/1784487/universite-ontario-francais-laurentienne-ottawa>



WESTERN PROVINCES

The Francophone populations in British Columbia (1.4%), Alberta (2%), Saskatchewan (1.3%) and Manitoba (3.2%) are among the smallest in terms of general population ratio.⁶ Toutefois, à l'extérieur du Québec, de l'Ontario et du Nouveau-Brunswick, ce sont les provinces qui ont le plus grand nombre de francophones en quantité absolue.

However, Alberta is one of the provinces with the fastest-growing Francophone population⁷, while in British Columbia, the number of Canadians whose mother tongue is French has decreased, but the number of French speakers has increased.⁸ In Saskatchewan, the Francophone population is decreasing⁹, while in Manitoba¹⁰, the statistics have remained relatively the same over the last few years.



TERRITORIES

Francophone populations in the Territories have a very low demographic weight in Canada, with approximately 3500 Canadians listing French as their mother tongue in the Yukon, Northwest Territories and Nunavut.¹¹ The Yukon is the only place in Canada in 2021 where the proportion of Francophones and the number of people able to express themselves in French increased, as the territory records a 15% increase in people with French as their mother tongue.¹² The situation is different, however, for the other two territories, which are recording declining numbers, in part because of the increase in their general population.

⁶ <https://www.canada.ca/fr/patrimoine-canadien/services/langues-officielles-bilinguisme/publications/faits-francophonie-canadienne.html>

⁷ <https://www.alberta.ca/francophone-heritage.aspx>

⁸ <https://ici.radio-canada.ca/nouvelle/1906223/francophone-colombie-britannique-statistique-canada-2021>

⁹ <https://www.thecanadianencyclopedia.ca/en/article/francophones-of-saskatchewan-fransaskois>

¹⁰ <https://www.thecanadianencyclopedia.ca/en/article/francophones-of-manitoba>

¹¹ <https://www.canada.ca/fr/patrimoine-canadien/services/langues-officielles-bilinguisme/publications/faits-francophonie-canadienne.html>

¹² <https://ici.radio-canada.ca/nouvelle/1906094/nord-recensement-2021-langues-francophonie-nunavut-yukon-tno>

Taking Action for the Economic Francophonie in Minority Situations

Nearly 430,000 businesses across the country are created and managed by Francophones, which represents \$130 billion in economic benefits

The update of this White Paper is made possible by the conclusions drawn from the National Summit on the Francophone Economy in Minority Situations, held on September 28 and 29 in Ottawa by RDÉE Canada.

This Summit was a unique opportunity to bring together more than 200 stakeholders related to the Canadian Francophonie, from the Canadian and provincial governments, economic development agencies, specialists, researchers and academics, as well as representatives of Francophone and Acadian minority communities. The goal was to hear their views on the measures to implement in order to promote Francophone economic development. Indeed, it is important to remember that nearly 430,000 businesses across the country are created and managed by Francophones, which represents \$130 billion in economic benefits outside Quebec and 19.5% of our GDP. Of this number of Francophone businesses in the country, many operate in a minority context. In Ontario, for example, the latest research shows that there are nearly 30,000 Francophone businesses¹³.

The premise of the Summit was that Francophone communities must be considered a major asset for economic recovery. The central element that emerged from the Summit is that, although governments in Canada are

proposing specific initiatives to support Francophone minority communities, there is no common thread that would make government intervention more appropriate and coherent. In fact, the Canadian Francophonie would like the Government of Canada, and the provincial governments as well, to adopt a global vision dedicated solely to Francophone minority communities.

Furthermore, RDÉE Canada believes that, in addition to the actions taken by governments, it is essential that the business community and the private sector become more involved in the development of business in French across Canada. There is significant business potential in Francophone minority communities, and the establishment of partnerships, through business leaders such as RDÉE Canada or its members, would make it possible to create win-win situations between the private sector and the communities.

¹³ L'économie franco-ontarienne : Livre blanc, juin 2022 : <https://fedefranco.ca/wp-content/uploads/2022/06/AFO-FGA-Livre-blanc-economie-Juin-2022.pdf>.

MAIN RECOMMENDATION

That a government plan dedicated to the economic Francophonie be put in place to encourage all departments involved to work collaboratively in a collective effort for the economic development of Francophone minority communities.

In the opinion of RDÉE Canada, this plan must pursue its actions in line with the following major orientations, the details and specific recommendations of which will be presented in the following sections:

- 1** Further strengthen the capacity of Francophone and Acadian communities in Canada to seize business opportunities within their borders and internationally, where the two official languages constitute a real added value;
- 2** Ensure the complex link between the changing needs of the labour market and the need to increase Francophone immigration to minority communities, particularly Francophone economic immigration;
- 3** Stimulate the commitment and investment of a greater number of partners for the full economic development of our communities;
- 4** Contribute to the economic vitality of underrepresented groups in our Francophone and Acadian communities across the country (including economically disadvantaged youth, visible minorities, women entrepreneurs, the LGBTQ2+ community and many more);
- 5** Promote access to evidence and cutting-edge research on the Canadian Francophonie economy to facilitate informed decision-making at all levels;
- 6** Encourage and fund sectoral initiatives that are strategic drivers for the vitality and prosperity of our communities, including early childhood and sustainable development;
- 7** Update the legislative elements, including the Official Languages Act, in order to strengthen the gains made and support the continued development of the economic Francophonie in the coming decades

Challenges, Strategic Issues and Opportunities

It is through a strong economic Francophonie that we will truly be able to offer a living environment in French

Developing Francophone Entrepreneurship in a Minority Context

Context and findings from the summit

The development of Francophone entrepreneurship in a minority context has been precarious for several years, but COVID-19 and its impacts have accentuated certain problems, such as the lack of manpower and Francophone employability. In order to turn things around, RDÉE Canada believes that supporting Francophone entrepreneurship must be a priority for the government and for the industry in the coming years, namely through the implementation of important measures. Francophone economic immigration, tourism and youth are three themes that can offer solutions and support this development.

Over the years, the governments of Canada, the provinces and the territories have developed a multitude of initiatives to support the Francophonie by promoting collaboration, sharing, and better networking among Francophone entrepreneurs. However, major obstacles remain and must be resolved in order for Francophone entrepreneurship and the Francophonie to survive throughout Canada.

First, Francophone entrepreneurs in minority situations identify that financing and start-up capital are much more difficult to access than for Anglophone entrepreneurs. Yet, they are the ones who need more help to ensure the success

of their business, which is in a more precarious situation than that of their Anglophone competitors. Indeed, the pool of French-speaking people to which businesses have access is smaller than that of English-speaking businesses, and as a result, a smaller pool of buyers and investors is available to allow businesses to grow as they should. This disparity puts Francophone companies in a complex situation in terms of sustainability. Therefore, in order to obtain the necessary support, these Francophone entrepreneurs should have access to special government support programs, which would allow them to stand out more and ensure that Francophone entrepreneurship in a minority situation is represented.

Currently, more than 50% of Francophone businesses in a minority context are located in Ontario.¹⁴ In the other provinces and territories, Francophone populations are often isolated or marginalized, and it becomes more difficult to develop a regional or geographic Francophone entrepreneurial spirit because of the low volume of Francophiles. In order to meet the needs of businesses in a particular geographic situation, RDÉE Canada believes that interprovincial trade should be increased to a pre-pandemic level. An emphasis on mutual aid and community spirit will also be essential to overcome these hardships by creating Francophone niche corridors to facilitate interprovincial trade. These specific corridors will improve the sharing of best practices within the Francophone business network and will allow them to stimulate their

¹⁴ <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022038-fra.htm>

own development. It is through a strong economic Francophonie that we will truly be able to offer a living environment in French that allows Canadians to work in their language and to have access to more Francophone services, no matter where they live.

RECOMMENDATIONS:

That the Government of Canada offer special access to capital programs dedicated solely to Francophone entrepreneurs in minority situations to enable them to start their businesses in more advantageous situations than at present.

That the Government of Canada set up a public-private partnership (PPP) development fund capitalized at \$120 million and linked to the future Federal Entrepreneurship Strategy for OLMCs.

That the private sector, especially capitalization and investment companies in emerging businesses, pay special attention to businesses from Francophone and Acadian minority communities and develop tools and resources adapted to both official languages.

RDÉE CANADA'S COMMITMENT

RDÉE Canada and its members will play a leading role in linking businesses and Francophone communities in order to develop Francophone niche corridors that will help develop their economy.

Workforce and Employability

Context and findings from the summit

Although the labour issue is not specific to Francophone minority businesses, they are seriously affected by this problem. The political and geographic situation of these communities, which are often isolated and surrounded by English-speaking communities, amplifies the problem of labour shortages because the population pool is much smaller. In addition, the attraction for interesting and stimulating jobs in English is omnipresent, as evidenced by the 55% of French-speaking Canadians¹⁵ in a minority situation who do not use French regularly at work. RDÉE Canada wants to work on finding alternatives to support Francophone entrepreneurs in precarious situations across the country and allow this population to speak their mother tongue at work.

In February 2022, Canada's unemployment rate was 5.2%, the lowest rate since 1976, while there were 826,000 jobs still unfilled in February 2022, double the pre-pandemic level. These statistics demonstrate the magnitude of the problem: while the number of workers in the labour market is high, the number of job vacancies is only increasing. According to the available statistics, the main factor that can explain the shortage of workers is the aging workforce, which inevitably leads to an increase in the number of retirements. Due to aging demographics, there are not enough new employees to replace all of the departures, creating this large gap to be filled.

¹⁵ Présentation « Étude sur les besoins en main-d'œuvre au sein des communautés francophones et acadiennes – Faits saillants », p.7.

The stakeholders at the National Summit on the Francophonie in Minority Communities all identified the next generation of Francophones as being of vital importance in addressing labour force issues. Therefore, it seems important to guide the strategies to be implemented towards the next generation. RDÉE Canada believes that emphasis must be placed on supporting Francophone school programs at all levels, particularly at Francophone colleges and universities, which train the next generation of Francophone students and serve as French research centres. This would allow Francophone communities across the country to continue their education in French and to maintain their gains, which are very difficult to maintain given the geographic realities. It is therefore essential to have adequate funding for Francophone schools and universities and for Francophone programs in Anglophone educational institutions.

During the National Summit, the stakeholders present also identified other solutions and measures that could be put in place to encourage Francophone entrepreneurship:

- Develop specialized second career mechanisms and programs to accelerate workforce recruitment;
- Increase French signage in various businesses and industries;
- Implement measures that encourage the use of both official languages in the workplace;
- Better equip the workforce that could work in French to maximize their full potential.

Furthermore, in order to properly target efforts to close the labour gap in the country, it would be relevant to rely on

statistics. Currently, the labour shortage problem is well documented, but the labour needs of Francophone businesses have not been quantified, which makes it hard to implement measures and establish specific goals. The absence of language in labour market data therefore results in a very significant information gap.

RECOMMENDATIONS:

That the government include language in the data collected, namely by Statistics Canada, in order to quantify the labour shortage in specific industries, following the example of the pilot approaches developed in recent years.

Develop specialized second-career mechanisms and programs to accelerate workforce recruitment.

Increase French signage for various businesses and industries.

Implement measures that encourage the use of both official languages in the workplace.

Better equip the workforce that could work in French to maximize their full potential by advocating for full posting in both official languages and ensuring employer-employee relations in the official language of choice.

RDÉE CANADA'S COMMITMENT

RDÉE Canada, through its members, will meet with major Canadian companies to develop winning business partnerships in French across Canada, considering the extraordinary potential of doing business in French across the country and investing in the cause of French in minority communities.

Immigration

Context and findings from the summit

Despite the lack of conclusive statistics to illustrate the labour force issues for Francophone businesses due to the absence of language as a dimension of analysis, we can already identify some areas that could help alleviate the problem, notably immigration. As true for Francophone entrepreneurs as for Francophone minority communities, the integration of Francophone immigrants, with a focus on economic immigration, is essential to improve the situation for these communities.

Recently, the government created a new Francophone immigration corridor dedicated to the recruitment of Francophone teachers, which the RDÉE Canada welcomes. However, we believe that the government must have a global vision of the Francophone ecosystem, not just limit itself to the education sector, since these issues affect all sectors. These corridors, for other sectors, could represent the solution to a problem that is difficult to solve.

Despite the absence of a corridor for other sectors, it is encouraging to see the government's targets for economic immigrants increase annually. This shows that the problem is real, but that measures are already being taken to alleviate this problem, which is only getting worse. To make up for the shortfall in economic immigration, the Canadian government hopes to welcome 241,850 immigrants in this category in 2022 (56% of total immigration), 253,000 in 2023 (56.6% of total immigration) and 267,750 in 2024 (59.4% of total immigration).

The government is well aware of the problematic situation in terms of Francophone immigration. In 2003, with the objective of increasing the demographic weight of Francophone minority communities, the government set a target of 4.4% for Francophone immigration outside of Quebec, to be achieved by 2008. It is widely accepted, however, that while this target was understood as a minimum threshold to be reached in order to maintain or increase the Francophone population, it was not based on any demographic or demolinguistic study¹⁶. In fact, it corresponded to the demographic weight of the Francophone minority population observed in the 2001 census.

Moreover, this rate has only decreased over the last 20 years, to a low of 1.95% in 2021, while the proportion of Francophones outside Quebec was 3.3% in 2021 (3.6% in 2016 and 3.8% in 2011). In order to reverse this trend, the RDÉE Canada insists on the importance of increasing the Francophone immigration targets. Here are the calculated impacts according to the percentages¹⁷:

- 6% target: the decline of Francophone populations in minority settings would be halted;
- 8% target: the demographic weight of Francophone minority populations would be maintained;
- 10% target: this would increase the demographic weight of Francophone populations in a minority context;
- Target of 12%: this would increase the demographic weight of the Francophone and Acadian populations in a minority context, in addition to making up for the backlog accumulated in recent years.

To make up for the shortfall in economic immigration, the Canadian government hopes to welcome 241,850 immigrants

¹⁶ https://fcfa.ca/wp-content/uploads/2022/04/2022-02_Rapport-FCFA-Sociopol-cibles.pdf

¹⁷ https://symposium.immigrationfrancophone.ca/wp-content/uploads/2022/03/14mars2022_Presentation-AlainDupuis_cible.immfr_.pdf

Although a target increase is necessary, it will not solve all the problems on its own. In order to increase the number of Francophone immigrants who settle in the region, it is essential to set up specialized services adapted to the needs. It is good to have good Francophone immigration targets, but we must also have good selection and inclusion tools for these populations in communities across Canada in order to give ourselves the means to achieve our objectives. For example, it could be relevant to:

- Create a separate French-language component in *Express Entry*;
- Create an economic immigration program in Francophone and Acadian communities (based on the model of the Rural and Northern Immigration Pilot Program);
- Reduce processing times for immigration applications;
- Recognize prior learning for immigrants who want to come and work here;
- Make the employee recruitment process easier for employers;
- Increase the rate of Francophones passing through the provincial nominee program in each province (with the exception of New Brunswick which is at 16.5%).

RECOMMENDATIONS:

That the Francophone immigration target be increased to 12% by 2024, for the next 15 years.

That the government inject an additional \$20 million to develop tools related to a distinct path of Francophone economic immigration in a minority context, in order to support the needs of employers and newcomers.

That companies develop the reflex to first recruit in French-speaking countries in the context of international recruitment missions.

RDÉE CANADA'S COMMITMENTS

With the help of the Government of Canada, RDÉE Canada is committed to developing a program to accompany Francophone immigrants in their search for employment in order to facilitate their arrival and support Francophone businesses across Canada.

By strengthening selection tools and promotion strategies, we are providing ourselves with the necessary means to welcome Francophone immigrants and increase their numbers. Targeted recruitment is therefore the key to addressing labour market issues and labour shortages. Finally, in order to reach ambitious targets, all provinces and territories must get involved. To do so, it is important to adapt the selection criteria to the realities of the provinces and territories.

Tourism

Contexte et constats tirés du Sommet

The tourism sector is of strategic importance to Francophone minority communities. Obviously, the COVID-19 pandemic has had a profound impact on this sector. In order to measure that impact, RDÉE Canada conducted a study on the evolution of the Francophone and bilingual tourism offer following the pandemic (*Sondage Léger-RDÉE 2021*)¹⁸. Among the highlights, it was noted that in the context of the pandemic, over 70% of tourism businesses reported a drop in revenue. In addition to adapting their service offering, they have had to incur greater expenses than before.

In numbers, the domestic and international Francophone tourism markets represent more than 274 million potential tourists for Canada, the provinces and the territories. While businesses in this sector are beginning to recover, the need for investment and labour shortages are preventing them from doing so at full steam, even though these issues were already present before the pandemic. Recovery in this critical sector is proceeding at a variable pace, as SMEs and companies have been affected differently. Those hardest hit are in a difficult financial situation and are even more understaffed.

If the impacts are important for tourism, they are even more important for Francophone services in the country. It seems to us that it is essential for the government to capitalize on its unique character in the face of competing countries, namely the fact that it has two official languages. This is an important comparative advantage for Canada that allows it to stand out and that must be used in the future tourism strategy. If we want to give this sector

some momentum, it is important that there be funds dedicated to Francophonie in the new federal tourism strategy planned for the spring of 2023.

With other partners, RDÉE Canada contributed to the implementation of *Salut Canada*, a Francophone heritage, cultural and tourism corridor. This project brings together more than 400 Francophone heritage elements, cultural and tourism products in Canada, selected to offer visitors from here and elsewhere services in French and unique experiences. Its mission has expanded to highlight products and services offered in French, but also to promote English-speaking businesses that wish to target French-speaking markets by offering services in French, according to the classification system established by RDÉE Canada and its network. It aims to become an essential tool in helping domestic and foreign tourists plan their stays, thereby contributing greatly to the revival of tourism in this pivotal year.

As part of a review of the Canadian tourism strategy, the RDÉE submitted a brief containing certain recommendations that are reiterated in this white paper. These recommendations are not the result of chance; they were born of observations in the field, from people who work daily with the population concerned, and were enriched by a rich analysis of the scientific literature. The needs are many, and the situation is evolving very rapidly.

Funding from the Government of Canada will be used to support the sector, particularly through the development of the post-pandemic Francophone tourism offer. The RDÉE Canada hopes that new Francophone tourism offers will be created in partnership with the communities, and

The domestic and international Francophone tourism markets represent more than 274 million potential tourists for Canada, the provinces and the territories

¹⁸ Survey on the impacts of the COVID-19 and on the Francophone and bilingual offer among tourism businesses in Canada, RDÉE-Léger, 2021, Online: <https://rdee.ca/wp-content/uploads/Enquete-impacts-covid-sur-offre-touristique.pdf>

The environment has, over time, become a highly politicized issue rather than a societal priority as health and education should be

that a classification of services in French will be deployed with Anglophone tourism businesses, in order to consolidate the Francophone tourism offer. The sector must also be supported in terms of workforce in order to regain its 2019 momentum. Finally, the strategic promotion of the tourism offer must be carried out within existing marketing bodies, such as Destination Canada or the Tourism Industry Association of Canada.

RECOMMENDATIONS:

That the government clearly position Canada's official bilingualism at the heart of its Canadian tourism strategy, and that a focus be placed on Francophone tourism across the country.

That the government invest \$10 million in projects related to the enhancement, development, expansion and revival of Francophone tourism in minority communities across the country.

That the government contribute to the creation of an investment and development fund for the tourism industry specifically adapted for businesses from official language minority communities (including SMEs), with an intermediary management approach, allowing direct support to businesses in the tourism sector wishing to develop new markets and adapt their processes to the new realities of the Canadian economy.

That the government contribute to the implementation of a specific program to meet labour needs in the tourism sector, in particular by implementing procedures to facilitate the integration of Francophone immigrants.

RDÉE CANADA'S COMMITMENTS

RDÉE Canada will promote and disseminate the Salut Canada platform to tourism businesses across the country, as well as to stakeholders in the tourism sector.

RDÉE Canada will enhance its links with the Tourism Industry Association of Canada to encourage initiatives promoting Francophone tourism in Canada.

Sustainable Development

Cries of climate urgency are louder than ever and the time to act is now. We all know something needs to be done, but why are we in such a fragile situation? According to Duvernois (2019), "The environment has, over time, become a highly politicized issue rather than a societal priority as health and education should be." This same author highlights the shift towards eco-entrepreneurship. These elements were also topics of discussion during the "O Chalet! Youth are committed" project, a consultation with youth through RDÉE Canada.

While Francophones are concentrated in certain sectors of activity, RDÉE Canada believes that entrepreneurship develops very easily within the framework of sustainable development, and that the two should be seen as going hand in hand. Organizations must be able to meet the new expectations in terms of social responsibility and position themselves as leaders to inspire others to do the same. Francophone companies must understand that sustainable development can help them reach and even exceed their objectives. This requires information and awareness, access to resources in French and information sessions on sustainable entrepreneurship.

There is no magic formula when it comes to sustainable development, but there are different levers and different approaches to take in order to move forward in this direction. It is important to have a strategic reflection in order to be consistent and to become community leaders. RDÉE Canada would like to develop more relevant tools for entrepreneurs, such as a directory of experts and available financial assistance, as well as ensure a training program is put in place to strengthen skills and support businesses in the transition. It is important that the private sector be involved in this work, namely through the deployment of galvanizing regional initiatives.

On the government side, we believe that financial support should be developed for entrepreneurs to help them access clean technologies, convert their infrastructure or diversify their energy and resource supply sources. Applied research must also be encouraged to establish new standards and procedures on a national scale.

RECOMMENDATIONS:

That the government provide financial support to organizations to enable them to make the transition to the new entrepreneurship strategy for OLMCs.

That private companies get involved in the deployment of galvanizing regional sustainable development initiatives in order to create a support network.

RDÉE CANADA'S COMMITMENTS

RDÉE Canada will develop tools for entrepreneurs, such as a directory of experts and available financial assistance, as well as training to strengthen the sustainable development skills of SMEs.

RDÉE Canada and its members are committed to obtaining an eco-responsible certification and to perpetuating sustainable development practices within their operations.

Economic Youth

Context and findings from the summit

RDÉE Canada led a consultation with young people from the Canadian Francophonie regarding a social, sustainable and inclusive economic recovery. The Summit was an opportunity to present the main findings of this consultation and to submit the [White Paper](#) entitled *Canadian Youth at the Forefront of Canada's Economic Recovery* to the President of the Treasury Board. From this consultation and the "O Chalet! forum, various findings were used to determine the axes that would contribute to the economic recovery by and for youth.

The RDÉE Canada insists on the fact that economic youth are the future of Francophone communities: they must be supported and helped in their desire to stay in their communities and make them prosper. The fact that young people are forced to leave their hometowns because of a lack of services leads to regions dying off, which must be avoided.

Young Francophones in minority situations are also positive about their bilingualism, as they believe it is an asset for doing business. Eighty-five percent of young Francophones outside Quebec surveyed by Léger showed an interest in socializing more in French and getting involved in volunteer activities in French.

Many of the observations made in the previous sections apply here, with a youth perspective. It appears that young entrepreneurs from Francophone minority communities need special support to operate their businesses. We therefore believe that the community must invest in creating bursaries for young Francophone entrepreneurs in minority situations. Furthermore, in order to ensure the vitality of our communities, it is essential that support programs for entrepreneurship be

A strong and healthy network of early childhood centres would allow both parents in a family to participate in (Francophone) economic development and allow children to receive their first education in French

created for young people in the Canadian Francophonie. These programs could focus on a variety of areas, including finding mentors, raising capital and arranging financing.

RECOMMENDATIONS:

That the government fund entrepreneurship support programs for young people in Canada's Francophone communities through a complementary envelope of \$25 million to the Enabling Fund for Official Language Minority Communities.

That an entrepreneurial component for OLMCs be included in the current government's federal youth strategy.

RDÉE CANADA'S COMMITMENT

RDÉE Canada will mobilize businesses in certain sectors to create bursaries, opportunities to participate in committees or paid internships for young Francophone entrepreneurs in minority situations who wish to integrate French into their business activities.

Early Childhood

Context and findings from the summit

For the past twenty years, national partners have been collaborating and working together on early childhood development in Francophone minority communities across the country. For RDÉE Canada, it would be ideal to see entrepreneurial projects in early childhood reach a greater degree of financial autonomy. The amounts, up to \$6 million over five years, paid annually by the federal government through various

programs to the many organizations that support the early childhood sector, are very important. Despite this, the issue of funding for capital expenditures remains a major issue to be addressed in the coming years, as it would allow the sector to fully flourish in our communities.

The partners' findings are clear:

- The Canadian Francophonie is facing a major challenge in terms of access to a range of services offered to Francophone early childhood in minority situations from birth to the start of school.
- Parents need French daycare services for their children. French daycare is an essential tool to learn the French language and build a Francophone identity.
- The objective of these initiatives is to increase access to more quality French-language daycare spaces in Francophone minority communities by integrating entrepreneurial strategies into interventions to ensure the vitality of French from generation to generation.

We can't stress this enough: early childhood is an important economic driver for all communities. This is even more true for marginalized communities. A strong and healthy network of early childhood centres would allow both parents in a family to participate in (Francophone) economic development and allow children to receive their first education in French, in addition to providing meaningful employment for educators. However, there are many obstacles to the deployment of a network that would benefit all Francophone minority communities in Canada:

- an unappealing salary scale;
- the lack of recognition in the educational community of the role of early childhood centres;

- the lack of promotion of the profession to young people, including by guidance counsellors;
- a critical labour shortage.

This labour shortage is the main obstacle to full deployment, since not all children find a place given the lack of facilities and educators. In order to improve the early childhood network in Francophone communities, it seems important to develop the necessary resources to list all the best practices and resources for starting an early childhood centre daycare. It is essential to guide these people in the right direction and give them the tools they need to achieve their goals. By structuring this network in this way, it will be easier to create links between this sector and other complementary sectors, thereby improving its reputation. This way, more people will want to get involved, which will increase the number of places for children and, consequently, the number of workers to solve another problem, that of the labour shortage. The whole economy will be better off.

The early childhood sector is currently left to its own devices. The administrative processes for starting an early childhood centre are long and arduous, and their funding is less than that provided to primary and secondary schools. Yet early childhood education is no less important. In order to rectify the situation, it could be interesting to increase their funding, while integrating them into existing school networks with more human resources and working mechanisms.

RECOMMENDATIONS:

That funding for the early childhood sector through the existing consortium be renewed and increased to allow for its full deployment.

That administrative processes be streamlined for early childhood centres and that they be integrated into existing school networks.

That the capital costs and construction of new infrastructure for early childhood centres in minority settings be fully covered under existing and future agreements.

RDÉE CANADA'S COMMITMENT

RDÉE Canada will work with the provinces and early childhood centres to develop a clear starting curriculum for entrepreneurs looking to start a business in this sector.

List of Recommendations

MAIN RECOMMENDATION

1. That a government plan dedicated to the economic Francophonie be implemented to encourage all departments involved to work collaboratively in a collective effort for the economic development of Francophone minority communities.

DEVELOPMENT OF FRANCOPHONE ENTREPRENEURSHIP IN A MINORITY CONTEXT

2. That the Government of Canada offer special access to capital programs dedicated solely to Francophone entrepreneurs in minority situations to enable them to start their businesses in more advantageous situations than at present.
3. That the Government of Canada set up a public-private partnership (PPP) development fund capitalized at \$120 million and linked to the future Federal Entrepreneurship Strategy for OLMCs.
4. That the private sector, particularly capitalization and investment companies in emerging businesses, pay special attention to businesses from Francophone and Acadian minority communities and develop tools and resources adapted to both official languages.

WORKFORCE AND EMPLOYABILITY

5. That the government include language as a dimension of analysis in the data collected, namely by Statistics Canada, in order to quantify the labour shortage in specific industries, following the example of the pilot approaches developed in recent years.
6. Develop specialized second career mechanisms and programs to accelerate workforce recruitment.
7. Increase French signage for various businesses and industries.
8. Implement measures to encourage the use of both official languages in the workplace.
9. Better equip the workforce that could work in French to maximize their full potential by advocating for full posting in both official languages, and ensuring employer-employee relations in the official language of choice.

IMMIGRATION

10. That the Francophone immigration target be increased to 12% by 2024, for the next 15 years.
11. That the government inject an additional \$20 million to develop tools related to a distinct path of Francophone economic immigration in a minority context, in order to support the needs of employers and newcomers.
12. That companies develop the reflex to first recruit in French-speaking countries in the context of international recruitment missions.

TOURISM

13. That the government clearly position Canada's official bilingualism at the heart of its Canadian tourism strategy, and that a focus be placed on Francophone tourism across the country.
14. That the government invest \$10 million in projects related to the enhancement, development, expansion and revival of Francophone tourism in minority communities across the country.
15. That the government contribute to the creation of an investment and development fund for the tourism industry specifically adapted for businesses from official language minority communities (including SMEs), with an intermediary management approach, allowing direct support to businesses in the tourism sector wishing to develop new markets and adapt their processes to the new realities of the Canadian economy.
16. That the government contribute to the implementation of a specific program to meet labour needs in the tourism sector, in particular by implementing procedures to facilitate the integration of Francophone immigrants.

SUSTAINABILITY

17. That the government provide financial support to organizations to enable them to make the transition to the new entrepreneurship strategy for OLMCs.
18. That private companies get involved in the deployment of galvanizing regional sustainable development initiatives in order to create a support network.

ECONOMIC YOUTH

19. That the government fund entrepreneurship support programs for young people in Canada's Francophonie through a complementary envelope of \$25 million to the Enabling Fund for Official Language Minority Communities.
20. That an entrepreneurial component for OLMCs be included in the current government's federal youth strategy.

EARLY CHILDHOOD

21. That funding for the early childhood sector through the existing consortium be renewed and increased to allow for its full deployment.
22. That administrative processes be streamlined for early childhood centres and that they be integrated into existing school networks.
23. That the capital costs and construction of new infrastructure for early childhood centres in minority settings be fully covered under existing and future agreements.

Roadmap

This White Paper demonstrates the importance of taking action for Francophone minority communities across Canada. For years now, RDÉE Canada has been repeating the importance of various Francophone actors in the country taking their responsibilities to remedy the situation.

In order to provide a clear tool for governments, the business community and the economic Francophonie, RDÉE Canada puts forth a roadmap to plan the implementation of the recommendations. If all the players follow suit, RDÉE Canada believes that it will be possible to implement each of the 23 recommendations over a five-year period.

YEAR

1

Year 1: Boosting the economy of Francophone minority communities

Main objectives: Francophone entrepreneurship, employability and workforce, tourism and immigration sectors

Priority recommendations for implementation: 1, 2, 3, 5, 6, 10, 11, 13, 14, 15, and 16.

RDÉE Canada's commitments to support the recommendations:

- Involvement in networking between companies and Francophone communities to develop Francophone niche corridors;
- Meeting with major Canadian companies to develop winning business partnerships in French across Canada;
- Development of support programs for Francophone immigrants seeking employment, in partnership with the Government of Canada;
- Promoting and sharing the Salute Canada! platform;
- Increasing links with the Tourism Industry Association of Canada.

YEAR

2

Continue efforts to revitalize the economy of Francophone minority communities while focusing on targeted sectors

Primary objectives: Employability, immigration and early childhood

Priority recommendations for implementation: 4, 7, 8, 9, 12, 21, 22 and 23

RDÉE Canada's commitment to support the recommendations:

- Involvement with the provinces and early childhood centres to develop a clear start-up curriculum for entrepreneurs looking to enter the field.

Year 3: Continue to work on the economic development of Francophone minority communities by prioritizing the economic youth sector

Primary objective: Economic Youth

Priority recommendations for implementation: 19 and 20

RDÉE Canada's commitment to support the recommendations:

- Mobilize companies in certain sectors to create scholarships, committee opportunities or paid internships for young Francophone entrepreneurs.

Year 5: Finalize the efforts of the last few years and implement the final objectives

Main objective: To go beyond the recommendations and imagine new practices for the future of the economic Francophonie.

YEAR
3

Year 4: Consolidate the economic enrichment of Francophone minority communities and focus on sustainable development

Main objective: Sustainable development

Priority recommendations for implementation: 17 and 18

RDÉE Canada's commitments to the realization of the recommendations:

- Develop tools to strengthen the sustainable development skills of SMEs;
- Obtaining the eco-responsible certification and perpetuating sustainable development practices within its operations.

YEAR
4

YEAR
5

Conclusion

At a time when the political and social context surrounding official languages in Canada is in full swing, and the country is well on its way to economic recovery following the COVID-19 pandemic, RDÉE Canada wanted to take note of the issues and challenges identified by the 200 stakeholders and partners of Canada's Francophone economy who participated in the National Summit in September 2022. From these reflections, 23 recommendations and various commitments made by the community were formulated, forming a roadmap to ensure the vitality of our Francophone communities in the coming years.

As the decline in the demographic weight of the Francophone population continues in Canada, it is urgent to act in a unified manner among the various departments and to recognize that Francophone and Acadian communities are important levers of growth for the country's economy. Bilingualism is a Canadian strength that must be promoted as a strategic gateway to diversify the country's trade, take a greater place on the world stage and ensure the growth of our communities.

It is crucial that the Francophone economy in a minority context play an even bigger role in the creation of national wealth. RDÉE Canada proposes a plan and clear

commitments to reaffirm its willingness to be the government's partner of choice in fulfilling its obligations towards the Francophone and Acadian communities. Furthermore, RDÉE Canada invites the business community and the private sector to become more involved in the development of French-language business throughout Canada. The business potential in these communities is significant, and ties between the private sector and the communities would certainly help create winning situations.

In addition to strengthening several provisions of the Official Languages Act, particularly in regard to the Commissioner's powers, RDÉE Canada insists on the importance of having a global plan, a government strategy that will allow all federal government departments to act in a coordinated manner when it comes to the Canadian Francophonie. By having a transversal authority responsible for the economic development of our communities, we will be able to ensure economic growth and prosperity.

RDÉE Canada, through the strength of its presence in each province and territory, will be able to help ensure the successful development of our communities. Many actions have already been taken by our organization to make the business world aware of the economic advantages of bilingualism, to form strategic and timely alliances across the country, and to seize development opportunities with the various levels of government.

These actions can shape the future of our communities. We hope that the government and the business community will be on board.

SECOND EDITION

white
paper

References

- ACUFC and Conference Board of Canada, *Le bilinguisme anglais-français hors Québec: un portrait économique des bilingues au Canada*, November 2018, 70 pages.
- Assemblée de la Francophonie de l'Ontario and Conference Board of Canada, *L'Ontario, le commerce et les avantages du bilinguisme anglais-français*, 2018, 47 pages.
- Assemblée de la Francophonie de l'Ontario and Fédération des gens d'affaires francophones de l'Ontario, *L'économie franco-ontarienne: Livre blanc*, June 2022, 51 pages: <https://fedefranco.ca/wp-content/uploads/2022/06/AFO-FGA-Livre-blanc-economie-Juin-2022.pdf>.
- Banque de développement du Canada. (2019). *Un monde d'entrepreneurs: Le nouveau visage de l'entrepreneuriat au Canada*. https://www.bdc.ca/FR/Documents/analyses_recherche/bdc-etude-sbw-monde-entrepreneurs.pdf.
- Conseil sur la stratégie industrielle, *Redémarrer, relancer, repenser la prospérité de tous les Canadiens*, May 2020, [https://www.ic.gc.ca/eic/site/062.nsf/vwapj/00118a_fr.pdf/\\$file/00118a_fr.pdf](https://www.ic.gc.ca/eic/site/062.nsf/vwapj/00118a_fr.pdf/$file/00118a_fr.pdf), 144 pages.
- Fédération des communautés francophones et acadienne (FCFA) du Canada, *Éviter le point de rupture: Des organismes francophones en santé pour des communautés en santé*, 2022, 20 pages: <https://fcfa.ca/wp-content/uploads/2022/10/FCFA-Memoire-sur-la-sante-des-organismes-francophones-vf.pdf>
- Fédération des communautés francophones et acadienne (FCFA) du Canada, *Avenir de la cible en immigration francophone: Perspectives communautaires*, 14 mars 2022, *Symposium annuel sur l'immigration francophone*: https://symposium.immigrationfrancophone.ca/wp-content/uploads/2022/03/14mars2022_Presentation-AlainDupuis_cible.immfr_.pdf
- Fédération des communautés francophones et acadienne (FCFA) du Canada and Sociopol, *Rapport sur les cibles en immigration francophone*, 2022: https://fcfa.ca/wp-content/uploads/2022/04/2022-02_Rapport-FCFA-Sociopol-cibles.pdf.
- Gouvernement du Canada. *Principales statistiques relatives aux petites entreprises – 2020*, https://www.ic.gc.ca/eic/site/061.nsf/fra/h_03126.html, website last visited in April 2022.
- Innovation, Sciences et développement économique Canada, *Base de données des collectivités*, 2022: <https://ised-isde.canada.ca/app/sips-sspi/cid/home?lang=fr>.
- Innovation, Sciences et Développement économique Canada (2021). *L'entrepreneuriat au Canada rural: Motivé par la nécessité ou l'opportunité?* https://www.ic.gc.ca/eic/site/061.nsf/fra/h_03137.html
- Innovation, Sciences et Développement économique Canada, *Définitions des entreprises des minorités de langue officielle: potentiel et limites*, Statistiques Canada, 2022, 63 pages, electronic document.
- L'encyclopédie canadienne, *Francophones du Saskatchewan (Fransaskois)*, Serge Dupuis, October 2019: <https://www.thecanadianencyclopedia.ca/en/article/francophones-of-saskatchewan-fransaskois>.
- L'encyclopédie canadienne, *Francophones du Manitoba*, Emmet Collins, November 30, 2020: <https://www.thecanadianencyclopedia.ca/en/article/francophones-of-manitoba>.
- Le Devoir, *Des élections pourraient empêcher l'adoption de C-13, dit la ministre, Étienne Lajoie*, November 30, 2020, press article: <https://www.ledevoir.com/politique/canada/772739/langues-officielles-des-elections-pourraient-empêcher-l-adoption-de-c-13-dit-la-ministre>.

Les Affaires, *La Banque Royale prévient qu'une récession pourrait poindre au 1er trimestre de 2023*, December 10, 2022, press article: <https://www.lesaffaires.com/secteurs/general/la-banque-royale-previent-qu-une-recession-pourrait-poindre-au-1er-trimestre-de-2023/636831>.

OnFR+, *RECENSEMENT: GROSSE CHUTE DU FRANÇAIS EN ONTARIO*, August 17, 2022, Pascal Vachon, press article: <https://onfr.tfo.org/recensement-grosse-chute-du-francais-en-ontario/>.

Patrimoine Canadien, *Quelques faits sur la francophonie canadienne*, 2019: <https://www.canada.ca/fr/patrimoine-canadien/services/langues-officielles-bilinguisme/publications/faits-francophonie-canadienne.html>.

Radio-Canada, *Le nombre de francophones est en hausse en Colombie-Britannique*, Sarah Xenos, August 17, 2022, press article: <https://ici.radio-canada.ca/nouvelle/1906223/francophone-colombie-britannique-statistique-canada-2021>.

Radio-Canada, *Le poids démographique des francophones baisse en Atlantique*, August 17, 2022, Marie-Emma Parenteau and Nadia Gaudreau, press article: <https://ici.radio-canada.ca/nouvelle/1906031/recensement-langues-maternelle-officielles-atlantique-francais-declin>.

Radio-Canada, *Français à la maison: le Yukon, figure d'exception au Canada*, Matisse Harvey, August 17, 2022, press article: <https://ici.radio-canada.ca/nouvelle/1906094/nord-recensement-2021-langues-francophonie-nunavut-yukon-tno>.

Radio-Canada, *Une rencontre secrète à Queen's Park avant l'annulation de l'UOF*, Natasha MacDonald-Dupuis, April 14, 2021, press article: <https://ici.radio-canada.ca/nouvelle/1784487/universite-ontario-francais-laurentienne-ottawa>.

RDÉE Canada, *État des lieux sur l'entrepreneuriat francophone en situation minoritaire*, 2022, electronic document, available upon request.

RDÉE Canada, *Enquête sur les impacts de la COVID-19 et sur l'offre francophone et bilingue auprès d'entreprises touristiques au Canada*, Léger Consulting, 2021, <https://rdee.ca/wp-content/uploads/Enquete-impacts-covid-sur-offre-touristique.pdf>.

RDÉE Canada, *Le Livre blanc: Prospérité économique des francophones et Acadiens*, January 2016, 55 pages.

RDÉE Canada, *L'opinion des francophones hors Québec sur les entreprises et les services francophones*, June 2020, 56 pages: https://rdee.ca/wp-content/uploads/RD%C3%89E-Canada_R%C3%A9sultats-sondage-francophones_juin-2020.pdf.

RDÉE Canada, *Étude sur les besoins en main-d'œuvre au sein des communautés francophones et acadiennes: faits saillants*, September 29, 2022: <https://rdee.ca/wp-content/uploads/Faits-saillants-Etude-sur-les-besoins-en-main-doeuvre.pdf>.

Statistiques Canada, *Enquête sur le financement et la croissance des petites et moyennes entreprises 2017*, November 2018, table 30.

Statistiques Canada, *Immigration, propriété d'entreprises et emploi au Canada*, March 2016, 59 pages.

Statistiques Canada, *Portrait des travailleurs de langue française dans les industries agricoles et agroalimentaires de l'Ontario*, 2006 and 2016, January 2021, 60 pages.

Statistiques Canada, Entreprises prévoyant des difficultés à recruter des employés bilingues, 2022: <https://www150.statcan.gc.ca/t1/tbl1/fr/cv!recreate.action?pid=3310053401&selectedNodeIds=2D18,2D19,2D20,2D21,2D22,3D1,3D2,3D3,3D4&checkedLevels=0D1,0D2&refPeriods=20220101,20220101&dimensionLayouts=layout3,layout3,layout2,layout2&vectorDisplay=false>

Statistiques Canada, Langues des services dans le secteur privé, 2022: <https://www150.statcan.gc.ca/t1/tbl1/fr/cv!recreateaction?pid=3310054901&selectedNodeIds=2D18,2D19,2D20,2D21,2D22&checkedLevels=0D1,0D2,2D1,3D1&refPeriods=20220101,20220101&dimensionLayouts=layout3,layout3,layout2,layout2,layout2,layout2&vectorDisplay=false>

Statistiques Canada, Exigence du bilinguisme dans le secteur privé, 2022: <https://www150.statcan.gc.ca/t1/tbl1/fr/cv!recreateaction?pid=3310055001&selectedNodeIds=2D18&checkedLevels=0D1,0D2,2D1,3D1&refPeriods=20220101,20220101&dimensionLayouts=layout3,layout3,layout2,layout2,layout2&vectorDisplay=false>

Statistiques Canada, Le Quotidien: Enquête canadienne sur la situation des entreprises, troisième trimestre de 2021, 27 août 2021: <https://www150.statcan.gc.ca/n1/daily-quotidien/210827/dq210827b-fra.htm>.

Statistiques Canada, Situation des entreprises au Canada, troisième trimestre de 2022, 30 août 2022: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022048-fra.htm>

Statistiques Canada, *Plus d'une langue à son arc: Le taux de bilinguisme français-anglais augmente au Québec et diminue à l'extérieur du Québec*, August 17, 2022: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022052-fra.htm>

Statistiques Canada, Définir les entreprises des minorités de langue officielle, July 21, 2022: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022037-fra.htm>

Statistiques Canada, *Les caractéristiques des propriétaires et des entreprises des minorités de langue officielle*, July 21, 2022: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022038-fra.htm>



rdée.ca



Funded in part by the Government of Canada through the
Enabling Fund for Official Language Minority Communities



Innovation, Science and
Economic Development Canada

Innovation, Sciences et
Développement économique Canada

RDÉE
Canada