

Strategic plan 2009-2014

**Conseil communautaire
Beausoleil Inc.**

December 2009

Table of content

1. Situational analysis	3
a. Socio-demographic data	
b. Benefit of being francophone in the Miramichi region	
c. Challenges awaiting francophones in the Miramichi region	
d. Possibilities	
II. Strategic approach	9
a. Vision	
b. Mission	
c. Values	
d. Strategic axis	
e. Strategies and actions	
III. Conclusion	22
IV. Annexes	25

I. Situational analysis

The Conseil communautaire Beausoleil Inc.'s board of directors decided to renew its strategic plan for the period of 2009-2010 to 2013-2014. Its members met with some identified groups and also invited the francophone population to express their opinions in various ways (questionnaire was one of the methods used).

After this consultation, the board chose a process to be able to meet some of the needs expressed by the francophone population of the Miramichi.

This strategic plan is based on the situational analysis defining the socio-demographic components of the francophone population of the Miramichi. Consultations¹ and meetings with board members enabled us to draw a list of the main benefits, challenges and possibilities for the Francophones of the Miramichi.

¹ Seven meetings were held and 56 persons attended.

a. Socio-demographic data

Data from the 2006 census was put together in order to compare demographic and economic characteristics for the City of Miramichi and the region called Greater Miramichi. Details of this geographic cutout can be found in the annexes. For comparison purposes, data for Miramichi and the province of New Brunswick are in the same table.

We can notice that there are 1590 people in Miramichi City who identify french as their primary language. This figure climbs to 11,230 for the Greater Miramichi. We can also notice that there are slightly more females than males in these regions and the tendency exist for the province. The francophone population in Miramichi is older than it is in the other regions noted.

Men's average income is higher than that of women in all four groups. The highest average wages are found in the City of Miramichi, but it is still lower than the average wages in New Brunswick.

Table 1

Data for total population speaking French at home more often in the Miramichi area according to Census 2006

	Miramichi City	Miramichi surroundings	Miramichi Total	N.B. Total
Total population according to first language used ²	1590	11230	12815	237580
English	95	25	120	1760
French	50	3565	3615	73150
English and French	1440	7640	9085	163645
Females	865	5710	6575	122310
Males	725	5515	6250	115265
		%		
0 to 14 years old	7,2	13,8	13,0	13,8
15 to 24 years old	7,2	12,3	11,6	11,9
25 to 44 years old	23,9	26,8	26,5	27,3
45 to 54 years old	19,5	19,1	19,1	18,4
55 to 64 years old	20,1	13,8	14,6	14,1
65 to 74 years old	14,2	7,7	8,6	8,2
75 years old and older	8,2	6,5	6,8	6,3
		\$		
Average income for 15 years old and older in 2005	24,281	19,204	19,831	27,168
Average income – male	28,032	20,834	21,672	31,014
Average income – female	20,325	17,222	17,631	22,975

² Total may differ in columns because Statistics Canada rounds up figures to the nearest 0 or 5

b. Benefits of being francophone in the region of Miramichi

During the consultations and discussions regarding the plan, the population identified the following benefits:

- Francophones may access Carrefour and its many services and activities, namely the French school and the community activities (radio, etc...)
- Carrefour and its many activities make it a place where people congregate and this creates a sense of belonging to a dynamic community.
- Young Francophones can access education in their mother tongue in an environment promoting their culture and language.
- Most Francophones are bilingual, giving them the opportunity to access better employment.
- Being bilingual and living in a minority setting gives francophones access to another culture while keeping their own.
- Living in a minority setting has forced the francophones to assert themselves as a community.
- The Miramichi region is more open (than it was in past years) to the Francophone presence and its contribution.
- Generally, Francophones contribute to the progress of the community of Miramichi.

c. Challenges for Francophones in the Miramichi region

The following challenges have been brought up during the meetings and consultations:

- Pride of its language and culture require unremitting efforts.
- To receive good quality and quantity of services in French are everyday challenges for the Francophones
- Health services in french will still require numerous efforts.
- Attracting and keeping our youth at Carrefour requires relentless efforts.
- There is a portion of the Anglophone population still opposing our presence.
- There should be more services to the population available in french in various stores and service providers.
- French activities are mainly centered at Carrefour and are rarely accessible elsewhere in the community.
- Renewal of the group of volunteers that gravitates around Carrefour is not sufficient and its active volunteers are overly requested.
- The francophone community faces the same challenges as other small communities in the province.
- The Francophone community does not have enough visibility in the region and across the province.
- Being open to the Anglophone community (particularly to the exogamous parents) is touchy to some francophones. There is willingness to be inclusive, but there is a real difficulty in maintaining a balance and allowing further growth of the French culture and language.
- The number of Francophones in the community has to increase.

d. Possibilities

During the meetings and discussions, the following possibilities were identified for the Conseil communautaire Beausoleil Inc.

- There is a will amongst Francophones to increase participation in the Miramichi community for better benefits.
- Carrefour's participation in various provincial activities with other Francophones and Acadians brings opportunities to improve services by putting in place partnerships.
- Carrefour's central location in the Acadian space give us an opportunity to bring together Francophones and Acadians from surrounding areas and increase its visibility.

II. Strategic approach

This section offers a strategic approach. It aims at defining the basis of Conseil communautaire Beausoleil Inc., its vision, mission, values, strategic axis, strategies and actions.

a. Vision³

The vision belongs to Conseil communautaire Beausoleil Inc. who is working in a minority setting.

New Version:

**A proud community involved in the outreach
of the francophone community.**

Version from previous plan:

**Carrefour Beausoleil be recognized as the
heart of the development of the francophone
community of Miramichi**

³ Vision is a statement (defining the organization) towards the future. It is at the origin of timeless inspiration.

52 of the 56 persons consulted supported this vision.

b. Mission⁴

Here is a mission statement that is more encompassing for Conseil communautaire Beausoleil Inc.

New version:

To encourage the development of the French language and the sense of belonging to the Francophone culture in the Miramichi region.

Previous plan's version

To promote the French language and culture of the Miramichi community by offering various programs, services and facilities.

⁴ A mission statement describes the nature of the organization. It defines its present situation, main programs (or processes) and the expected outcome.
54 of the 56 persons consulted supported the present mission.

c. Values :

Conseil communautaire Beausoleil Inc.'s activities are based on the following values :

Inclusivity

Carrefour Beausoleil is open to francophones and francophiles from Miramichi and surrounding areas while entertaining a close relationship with other ethno-cultural communities and respecting principles of equity

Integrity

Carrefour Beausoleil's activities and services are organized and offered in a transparent way to show a fair and sound management.

Accountability

Carrefour Beausoleil staff and volunteers are responsible, within the available fundind, to ensure and offer programs that meet the needs of francophones in the area serviced by Carrefour Beausoleil.

Pride

Carrefour Beausoleil activities and services are based on and are a testimony to the culture and history of the Miramichi francophone community.

Commitment

Staff and volunteers send a positive image of their community and contribute to the community vitality that would induce people and families to own the organization of Carrefour Beausoleil.

d. Strategic axis

The strategic axis for the next five years will be:

- a. Health and welfare
- b. Education
- c. Programming
- d. Cultural influence and pride
- e. Services and facilities

e. Strategies and actions

For each of the main lines, we present necessary strategies and actions

Strategic axis	Strategy									
a) Health and Wellness	1. Follow through with the improvement of services delivered in french in the Miramichi area.									
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>	
	1.1	Make progress in the residential home for francophone's seniors	SM	1.2 M \$	●	●	●	●	●	
	1.2	Continue working on the community health center	SM	Ind	●	●	●	●	●	
	1.3	Develop regional partnerships with the hospital, Regional Health Authority B and health workers				●	●	●	●	
		<i>Expected results</i>								
	2. To improve the programs and services aiming at promoting health and wellness									
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>	
	2.1	To finalize cooperation with community and municipal organizations	SM		●	●	●	●	●	
	2.2	To improve the sport activities offered at Carrefour	DL			●	●	●	●	
	<i>Expected results</i>									

Strategic axis	Strategy								
b) Education	1. To have joint projects with the school sector								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	1.1	Maximise internal communication	DDL & SM	0 \$	●	●	●	●	●
	1.2	Revive the community education philosophy	DDL & SM			●	●	●	●
	1.3	Manage joint projects	DDL & SM			●	●	●	●
		<i>Expected results</i>							
	2. To contribute with school's efforts in attracting and retaining students								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	2.1	Develop extracurricular activities	LT & MH			●	●	●	●
	2.2	Assess setting up a sports study program	SM & MH				●	●	●
	2.3	Create an alumni association	HD & MH			●	●	●	●
	2.4	Survey students and parents to favor retaining students	HD			●			
	2.5	Inform parents of right-holders and newcomers of our services to favor attraction	HD				●	●	●
		<i>Expected results</i>							
	3. Work towards francization of the Miramichi region								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	3.1	To revive Advantage Miramichi	SM				●	●	●
	3.2	To provide support for student's schoolwork to Anglophone parents	DDL & SM				●	●	●
	3.3	To offer french courses	SM				●	●	●
	3.4	To put more efforts into early childhood	AM			●	●	●	●
	3.5	Start offering a translation service	HD				●	●	●
		<i>Expected results</i>							
	4. To encourage literacy in the area								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	4.1	Have GED program activated	SM			●	●	●	●
		<i>Expected results</i>							

Strategic axis	Strategy								
c) Programming	1. Survey the community to identify programming interests								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	1.1	Survey the population	HD & LT			●			
	1.2	Have students sitting on committees	LT		●	●	●	●	●
		<i>Expected results</i>							
	2. To further develop the social aspect of programming								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	2.1	Set up activities for younger children with their exogamous parents	DG	0 \$		●	●	●	●
	2.2	Set up 5 to 7 events	LT				●	●	●
	2.3	Organize conferences	LT				●	●	●
	2.4	Develop amateur talent in the area	LT			●	●	●	●
	2.5	To have more activities for the younger population	LT			●	●	●	●
		<i>Expected results</i>							
	3. To promote partnerships in organizing activities								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	3.1	Build partnerships with other francophone communities in the region	LT				●	●	●
	3.2	Hold french activities outside Carrefour	LT			●	●	●	●
	3.3	Build partnerships with other cultural communities and the City	LT & SM				●	●	●
	3.4	Build synergy between groups for activities organization	LT & DL			●	●	●	●
	3.5	Build partnerships with Anglophones and immersion schools	LT			●	●	●	●
	<i>Expected results</i>								

		4. Expand the activities during our national celebration of Acadie on August 15th.							
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
4.1	Involve the community in the organization	LT				●	●	●	●
4.2	Assess the location	LT & SM				●	●		
		<i>Expected results</i>							
		5. Creation of a sponsorship plan to achieve self financing of Carrefour's activities							
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
5.1	To support programming	LT					●		
5.2	Support communication and promotional activities	HD					●		
		<i>Expected results</i>							

Strategic axis	Strategy								
d) Cultural influence and pride	1. Review and implement Conseil communautaire Beausoleil Inc.'s communication plan								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	1.1	Freshen up the corporate image	SM			●	●		
	1.2	Increase the scope of our promotional tools to reach more people.	HD			●	●	●	●
	1.3	Target exogamous families for them to register their children at Carrefour and to join activities at Carrefour	HD				●	●	●
	1.4	Publicize Francophones' realizations in English medias	HD				●	●	●
	1.5	To start up a an internal seduction campaign	HD			●	●	●	●
	1.6	Bring on opportunities to radiate in the community	HD			●	●	●	●
		<i>Expected results</i>							
	2. Support regional and provincial projects aiming at encouraging youth and families to speak french at home and in the community								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	2.1	Increase french services in the region	SM				●	●	●
	2.2	Set up an awareness campaign for right holders	SM & HD					●	●
	2.3	Coordinate a reflection on exogamy and french in a minority setting	SM				●	●	●
		<i>Expected results</i>							

3. Improve the community integration								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
3.1	Include neighboring areas to increase mobilization and sense of belonging	SM			●	●	●	●
3.2	Promote new affiliate groups & committees and support their activities	SM			●	●	●	●
3.3	Develop new partnerships with Anglophones groups and Miramichi City.	SM		●	●	●	●	●
3.4	Promote community bee	DL			●	●	●	●
<i>Expected results</i>								
4. Increases cooperation with Acadian and francophone organization as well as with other Canadian school community centers								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
4.1	Bring back annual team meetings amongst school community centers	SM			●	●	●	●
4.2	Represent Carrefour at AGM, colloquiums and conferences	SM		●	●	●	●	●
<i>Expected results</i>								
5. Assess the possibility to present the Finale des Jeux de l'Acadie								
	<i>Actions</i>	<i>Resp.</i>	<i>Coût</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
5.1	Organize the Jeux Régionaux	DL & LT		●	●			
5.2	Measure support to Miramichi candidacy to hold the Finale des Jeux d'Acadie	SM			●			
<i>Expected results</i>								
6. Organize Carrefour Beausoleil 25th Anniversary celebrations								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
6.1	Set up an organizing committee	CLB & YM		●	●	●		
6.2	Hold the celebrations	CLB & YM				●		
<i>Expected results</i>								

7. Activate a strategy to welcome francophones settling in the region								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
7.1	Join efforts with Miramichi Regional Multicultural Association	SM		●	●	●	●	●
7.2	Bring life to welcoming tools for newcomers	SM		●	●	●	●	●
7.3	Get involved in attracting and settling of newcomers	SM		●	●	●	●	●
<i>Expected results</i>								
8. Maintain community involvement of parents after their children graduation								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
8.1	Set up a promotion campaign at the end of the school year	HD			●	●	●	●
8.2	Hold exiting interviews	DDL & SM			●	●	●	●
<i>Expected results</i>								
9. Create a volunteer program								
	<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
9.1	Develop and implement program	LT & SM				●		
9.2	Share expertise from community members	HD				●	●	●
<i>Expected results</i>								

Strategic axis	Strategy								
E) Services and Facilities	1. Increase the available space to accommodate the growth of services in the community sector								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	1.1	Optimize use of available space	SM	Und.	●	●			
	1.2	Make progress in the expansion project according to the multiservices concept	SM	Und.	●	●	●	●	●
		<i>Expected results</i>							
	2. Conduct a study of francophone to target services to be developed								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	2.1	Add follow-up in the planning				●			●
	2.2	Assess the community needs				●			●
		<i>Expected results</i>							
	3. Modernize the equipment								
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	3.1	Replace the equipment in Gilles Laplante's auditorium	DL	\$300,000			●		
	3.2	Install a new ticket service to better serve our clientele	DL & LT	Und.			●		
	3.3	Plan the updating of our computer equipment	SM	\$44000	●				
	3.4	Computerize our documents	YM				●		
	3.5	Develop a schedule of integrated activities	DL			●			
	3.6	Increase our technical resources	LT & DLD			●	●	●	●
	3.7	Redesign our web site	SM & HD		●				
	3.8	Replacement of equipment and furniture in other rooms	DL	Und.		●	●	●	●
	<i>Expected results</i>								

4. Improve the visual appearance of our facilities to make them more functional and attractive									
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	4.1	Redesign the reception area	SM	\$35,000		●			
	4.2	Give the front of building a face-lift	DL	\$30,000		●	●		
	4.3	Paint and replace carpets in the administrative sector	DL	Und		●			
	4.4	Improve the structure in children's playground	DL	Und			●		
	4.5	Install place signs for Carrefour	SM	Und			●		
		<i>Expected results</i>							
5. Create an environmental program									
		<i>Actions</i>	<i>Resp.</i>	<i>Cost</i>	<i>09-10</i>	<i>10-11</i>	<i>11-12</i>	<i>12-13</i>	<i>13-14</i>
	5.1	Recycle paper	DL				●		
	5.2	Draft a green Policy	DL					●	
		<i>Expected results</i>							

III. Conclusion

This strategic plan was developed after strategic consultation process led by an external consultant along with consultation of different community groups.

Based on the main benefits of being francophone in the Greater Miramichi, along with the challenges and possibilities, the team of community employees drew up a plan to implement various strategies that would develop into actions aimed at attaining the desired results.

The plan for 2009-2014 puts forward major modifications to the Carrefour Beausoleil's vision and mission in order to reflect the upcoming challenges in the coming years.

Conseil communautaire Beausoleil Inc.

Strategic plan – 2009-2014

Vision
A proud community involved in the outreach of the francophonie

Mission
To encourage the development of the French culture and a sense of belonging to it in the Miramichi region

Values
Inclusivity ♦ Integrity ♦ Accountability ♦ Pride ♦ Commitment

Strategic axis

Health and welfare	Education	Programming	Cultural influence and pride	Services and facilities
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Strategies

<p>Continue to improve services offered in French in the Miramichi region</p> <p>Improve programming and services promoting health and wellness</p>	<p>Contribute to joint-projects with the school sector</p> <p>Work with the school towards attracting and retaining students</p> <p>Work towards reorganization of the Miramichi region</p> <p>Work towards improvement of literacy in the area</p>	<p>Survey the community for peoples' interest for programming</p> <p>Develop further the social component in programming</p> <p>Encourage partnerships for organization of activities</p> <p>Expand the celebrations for the Fête Nationale de l'Acadie</p> <p>Develop a sponsorship plan leading to self financing of Carrefour's activities</p>	<p>Review and implement the Conseil communautaire Beausoleil Inc.'s communication plan</p> <p>Support initiatives encouraging youth and families to speak french at school and in community</p> <p>Improve community integration</p> <p>Have more cooperation with Acadian, francophone groups and other school and community centers</p> <p>Assess the possibility of presenting Les Jeux de l'Acadie</p> <p>Organize Carrefour Beausoleil 25th Anniversary celebrations</p> <p>Implement a strategy for welcoming francophones settling in the area</p> <p>Work at keeping parents involved in community activities after their children's graduation</p> <p>Create a program for volunteers</p>	<p>Increase the available space to accommodate growth of services in the community sector</p> <p>Survey the needs of francophones to identify services to be developed</p> <p>Modernize equipments</p> <p>Improve the look of our facilities to make them more functional and attractive</p> <p>Create an environmental program</p>
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IV. Annexes

Distribution of geography from Statistics Canada showing the regions mentioned in Table 1.

The region of Miramichi – City encompasses the following:

- Miramichi, C
- Chatham, PAR

The region Miramichi- Surroundings groups together the following lots:

- Tabusintac 9 R
- Néguaac, VL
- Alnwick, PAR
- Burnt Church 14, R
- Newcastle PAR
- Big Hole Track 8 (South Half), R
- Red Bank 7, R
- Eel Ground 2, R
- Red Bank r, R
- Derby, PAR
- Nelson, PAR
- Rogersville, PAR
- Rogersville, VL
- Glenelg, PAR
- Hardwicke, PAR