Regional Development of

English Language Entrepreneurial Services

Final Report

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ii - List of Acronyms

CASA	Committee for Anglophone Social Action
CAMI	Council for Magdalen Islanders
CDEC	Corporation de développement économique communautaire
CEDEC	Community Economic Development & Employability Corporation
CED	Community Economic Development
CED-Q	Canada Economic Development-Quebec
CHSSN	Community Health and Social Services Network
CJE	Carrefour Jeunesse Emploi
CLC	Community Learning Centre
CLD	Centre local de développement
CRE	Conférence régional des élus
ED	Economic Development
ESC	English Speaking Community
EQ	Emploi Quebec
ESSB	Eastern Shores School Board
LEAP	Local Employability Access Program
MMC	Montreal Metropolitan Community
MRC	Municipalité régionale de comté
NCR	National Capital Region
NED	National Entrepreneurial Day
NHRDC	National Human Resources Development Council
NPI	Network Partnership Initiative
OCOL	Office of the Commissioner of Official Languages
OLMC	Official Language Minority Community
QALL	Quebec Association of Lifelong Learning
QCGN	Quebec Community Group Network
QLF	Quebec Labrador Foundation
ROC	Rest of Canada
SADC	Société d'aide au développement de la collectivité
SARCA	Services d'accueil, de référence, de conseil et d'accompagnement
SBSN	Small Business Support Network
ToT	Training of Trainers
YES	Youth Employment Services

1 – EXECUTIVE SUMMARY

YES is a non-profit organization that provides English language employability and entrepreneurship services in Quebec, principally those on the Island of Montreal. The areas of services offered are job search, entrepreneurship, mentorship and artists' programs. In response to requests from the organizations in the regions outside of Montreal for similar services, YES has begun to develop support and delivery mechanisms that respond to the <u>unique needs of the regions</u>[1] within a context of building economic viability. This report provides the results of the work carried out in 2011-12 to look at the feasibility of offering YES-type services in the regions, as well as the planning and development activities that should be carried out to support a broader economic development amongst English-speaking communities in Quebec.

YES Regional Initiative

This development effort for the regions carried out by YES received funding in 2011 from Canada Economic Development – Quebec (CED-Q) for a two-year period (2011-2013) to conduct a feasibility study of "Regional Development of English Language Entrepreneurial Services" as the first steps toward implementing pilot initiatives to offer English language entrepreneurship services in the regions, and a strategic economic development plan for the English-speaking communities of Quebec.

Four principal activities were carried out in compiling the information for this study:

- A survey was sent out to 75 English-speaking community organizations that appeared to have a mandate or an interest in economic development, with 38 responses;
- Follow-up interviews were conducted by telephone with select survey respondents with the purpose of clarifying specific responses in the survey by individual groups, and to elicit more information regarding documentation, success stories and other additional comments;
- Background research was conducted on various aspects of economic development as it relates to the regional English-speaking communities of Quebec, in particular the delivery of entrepreneurship services;
- A Quebec Economic Planning Session was held in Montreal on September 22-23, 2011, in which 16 representatives from community organizations, plus three YES representatives participated to provide input regarding the development of entrepreneurship services for the regions of Quebec. The participants were from English-speaking provincial, regional and local organizations, as well as two from the Cree and Inuit communities of northern Quebec.

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[1] The term "region" is used in this report to refer to those English-speaking communities in Quebec outside of the Montreal Metropolitan Community (MMC).

Principal Findings

Of a general nature, and supported by the survey results and literature reviewed, it can be stated that:

- Entrepreneurship is generally regarded as an essential component to economic development, and therefore vital to the sustainability of communities[2];
- Entrepreneurship in Quebec lags well behind other regions of Canada, particularly the West[3];
- English-speaking Quebecers have a higher level of entrepreneurship than their Francophone counterparts[4];
- Services and support for entrepreneurs, employability and social enterprise can make a big difference in success rates[5];

Therefore, the enhanced provision of services and support for entrepreneurs in regional English-speaking communities could further enhance the level of entrepreneurship and, as a corollary, contribute to the economic development and sustainability of these communities as well as the overall economic well-being of Quebec and the majority language community.

- Despite this finding, and supported by the survey results, interviews and input received at the Quebec Economic Development Planning Session, it can also be stated that there is a lack of English language services in the regions with regard to economic development in general, and entrepreneurship in particular, despite the fact that there was a consistent desire of English language entrepreneurs and self-employed individuals to be able to receive service and support, and to be able to network, in their own language. Principal reasons cited for the lack of services were:
- The lack of critical mass in many regional English-speaking communities means that there is unlikely to be any English language service through mainstream arrangements;
- The balkanization of regional English-speaking communities (by administrative territories) means that English language support and service delivery resources will continue to be fragmented and therefore insufficient or unavailable to the extent necessary to adequately offer local provision;
- The general lack of capability in many French language organizations and institutions to provide English language services.

In addition, participants in the Quebec Economic Planning Session noted a difference in institutional culture where Anglophones are reluctant to knock on the door of institutions and organizations if they perceive that they will not receive service in English. Since many institutions and organizations do not provide services in English this becomes a barrier to engaging the English-speaking communities with institutional supports and programs.

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[2] Multiple sources, specifically Rittenhouse, 2010.
[3] Fondation de l'entrepreneurship, 2011.
[4] Ibid.
[5] Multiple sources, specifically Ernst & Young, 2011.

In response to this characterization of the situation, a number of points were clearly expressed by a majority of the representatives of the English-speaking community organizations that participated in the study's activities:

- Regional community groups are interested in the YES model[6], or models similar to YES, being made available in the regions, either on-site and/or at-a-distance provided that there can be a way to sustain the services beyond the life span of the regional initiative and the pilot projects. Such an improved provision of English language services and support for entrepreneurs in regional English-speaking communities would contribute, the groups believe, to the further enhancement of the level of entrepreneurship in these regional communities;

- The groups also expressed the need for greater coordination with regard to economic development in general, and service and support for entrepreneurship and employability in particular;

- Lastly, provincial and regional community groups are interested in working collaboratively to be more effective in the provision of English language representation, supports and services with regard to economic development.

Therefore, the improved coordination of representations, support programs and service delivery with regard to economic development activities and initiatives in the English-speaking communities of Quebec would contribute to the overall economic well-being and sustainability of these communities. In addition, the improved availability of information and communications technologies in the regions now makes it possible to offer quality services from a distant, consolidated source (i.e. YES in Montreal), supplemented by local support as needed and available. Combining better coordination with the deployment of information and communications technologies to bridge the barriers of administrative regions and deficiencies of mainstream programs offers the potential to further enhance the more effective and efficient provision of consolidated English language economic development support programs and service delivery in regional English-speaking communities.

In this context, given the determined feasibility of developing regional entrepreneurship services, and the potential benefits from greater coordination with regard to general economic development activities, the report identified four principal areas of activity that should be pursued in order to continue progress in these areas:

- Advocacy – there is a need for more and targeted representations with regard to economic development issues given that no one organization currently speaks on behalf of the English-speaking community in the area of economic development;

- Planning – the need for more planning with regard to economic development matters, especially since there is very little occurring currently of a concerted nature;

- Coordination – in particular for the regions where critical mass and lack of English services is an issue, greater coordination is required to ensure an adequate level of service is available in a cost effective manner;

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[6] The term 'YES model' was used frequently during the survey and follow-up interviews and is understood to mean the offer of entrepreneur and employability services and supports currently offered by YES from its offices in Montreal.

- Sustainable Funding – in addition to addressing the issue of minimal resources dedicated towards the regional English-speaking communities for economic development programs and services, the longer term aspect also needs to be taken into consideration given that delivering results with regard to economic development initiatives cannot be achieved through a stop-and-start series of shorter-term projects.

Recommendations

Concerted Approach

Building on the consensus of the Quebec Economic Planning Session that more effort to coordinate economic development activities for the English-speaking communities of Quebec would be a positive step towards more efficient and effective program delivery, it is recommended that interested organizations formalize a provincial coordination structure in this regard. One of the suggested ways to do this would be, under the auspices of the QCGN and with the inclusion of other groups, to formulate a provisional committee and determine what the preferred structure and mandate should be.

Following the suggestions put forward at the Quebec Economic Planning Session and in other studies and reports, this coordination body should immediately focus on:
- An incremental approach to expanded membership (who, what and when)
- Development of a centralized English-language business repository
- Developing the parameters/possibilities for a CHSSN-type model[7] for economic development
- Establishing a research agenda
- Planning of required economic development resources to be included in the 2013 OLMC Road Map
- Organization of a first province-wide economic development conference (in part to expedite and consolidate the above items) for the English-speaking communities of Quebec

It is also recommended that "E-Teams" be established in each regional community to complement the provincial coordination efforts as well as to lay the groundwork for implementation of outcomes from the Regional Development Initiative. The E-Team is an initiative pioneered by the Townshippers' Association to create a round table composed of the major players concerned with economic development: Economic, Education, Employment and Entrepreneurship.

Research

The report noted several times that there is limited current data for matters related to economic developments in English-speaking communities in Quebec. Given the importance of having up-to-date and targeted data to support economic development policy and program decisions, as well as to be able to reflect regional differences given the expanse and diversity of locations in which the English-speaking communities exist, it is recommended that potential areas of research that will support improved and

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[7] The CHSSN is a provincial network structured as a management 'hub' for policy and program development, expertise and support, that is then connected to regional and local delivery partners in the health and social services sector.

targeted service and support delivery be developed as part of the activities to be carried out through the concerted approach.

Pilot Projects

The study determined that it would be feasible (and beneficial) to conduct a pilot program to field test the delivery of entrepreneurship services to the regions. These pilots would assess the efficacy of such things as the YES menu of services, training-of-trainers, support to host organizations, availability of facilities and technology, etc., and four regional partners are in a position due to their current activities to collaborate with the YES model for the provisions of services and support programs: Gaspé, Quebec City, the Lower North Shore and the Eastern Townships. These regions have adequate information and communications infrastructure (fibre optic, video conferencing, etc.) and accessible community and institutional facilities, as well as regional community organizations to act as primary local partners, the presence of several CLCs for facilities and video conferencing, as well as having local CEDEC offices (and therefore connection to the SBSN). As a result of the economic planning session held in September 2011, several organizations took the opportunity to approach YES to begin partnership initiatives to offer services in their region.

In addition, given the substantial benefits that will accrue from the implementation of the initiatives and activities emanating from the recommendations on coordination and research, it is recommended that the first province-wide economic development conference for the English-speaking communities of Quebec be organized in the near future to consolidate current and contribute toward the planning of future economic development activities.

2 - INTRODUCTION

YES is a non-profit organization that provides English language employability and entrepreneurship services in Quebec, principally on the Island of Montreal. The areas of services offered are job search, entrepreneurship, mentorship and artists' programs. A full description of YES and its services can be found in Annex 4.

In response to requests from the organizations in the regions outside of Montreal for similar services, YES has begun to develop support and delivery mechanisms that respond to the <u>unique needs of the regions</u>[8] within a context of building economic viability. This report provides the results of the work carried out in 2011-12 to look at the feasibility of offering YES-type services in the regions, as well as the planning and development activities that should be carried out to support a broader economic development amongst English-speaking communities in Quebec. The report presents the findings from a review of documentation, a survey of interested community organizations, follow-up interviews with their representatives, and a two-day Quebec Economic Planning Session, as well as recommendations for further action.

2.1 – YES Regional Initiative

These development efforts for the regions by YES received funding in 2011 from Canada Economic Development – Quebec (CED-Q) for a two-year period (2011-2013) to:

1. Provide online services to entrepreneurs via video workshops and online coaching;
2. Conduct a feasibility study of "Regional Development of English Language Entrepreneurial Services";
3. Develop and implement pilot initiatives to offer local entrepreneurship services.

This report responds to the second of the three parts in the initiative, a study of the feasibility for YES (and others) to offer and deliver English language services to entrepreneurs in the regions, which includes the first steps in developing a strategic economic development plan for the English-speaking communities of Quebec.

The study is based on four principal sources of information:

- A survey was sent out to 75 English-speaking community organizations that appeared to have a mandate or an interest in economic development;
- Follow-up interviews were conducted by telephone with select survey respondents with the purpose of clarifying specific responses in the survey by individual groups, and to elicit more information regarding documentation, success stories and other additional comments;
- Background research was conducted on various aspects of economic development as it relates to the regional English-speaking communities of Quebec, in particular the delivery of entrepreneurial services;

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[8] The term "region" is used in this report to refer to those English-speaking communities in Quebec outside of the Montreal Metropolitan Community (MMC).

- A Quebec Economic Planning Session was held in Montreal on September 22-23, 2011, in which 16 representatives from community organizations, plus three YES representatives participated to provide input regarding the development of entrepreneurship services for the regions of Quebec. The participants were from English-speaking provincial, regional and local organizations, as well as two from the Cree and Inuit communities of northern Quebec. Representatives of several government departments joined the group for the first morning's activities.

3 – REGIONAL ASSESSEMENTS

3.1 – Survey

The first step in information gathering for the feasibility study was sending out an electronic survey in June 2011 to approximately 75 English-speaking community organizations in order to identify the individual and collective needs of the different regions, to begin to determine a long term economic development strategy, to determine gaps in services and to solicit background information that would assist YES and the English-speaking community in determining the possibilities for pilot initiatives to offer local entrepreneurship services for implementation in 2012. The survey was specifically targeted at community organizations (rather than include government departments, para-government organizations and educational institutions) in order to assess the needs from a community perspective.

The results of the survey were summarized for the participants of the Quebec Economic Development Session and formed the starting point for discussions during this event. In summary:
- 38 groups responded to the survey:
    - 15 local
    - 13 regional (including one First Nations)
    - 10 provincial

All those who responded said that they would like to be kept informed about the YES Regional Development Initiative even if they didn't participate in the follow-up interviews, the planning session or any eventual pilot project.

All those who did not participate in any of the follow-up activities to the survey stated that economic development was not in their mandate.

Based on the responses expressing an interest in economic development and further participation in the initiative, 28 groups were selected for follow-up interviews and as potential participants in the Quebec Economic Development Planning Session. Of these 28 groups:
- 21 considered that they had economic development as part of their mandate.
    - The remaining seven noted that while they didn't have it specifically as part of their mandate they considered it important for their community/constituency and collaborated with other groups in this regard.
- 17 of these said they provided some form of entrepreneurship services to their community.
    - However, most of these were described as being either in the form of information transfer, onetime events such as workshops, or collaboration with the service offerings of other organizations.
- 26 of the 28 groups were interested in expanding entrepreneurship services in some form (or thought that it was a good thing to do).

The complete results of the survey can be found in Annex 2.

3.2 – Interviews

The second part of the information gathering exercise was to conduct follow-up interviews by telephone with 23 of the above mentioned 28 groups with the purpose of clarifying specific responses by individual groups, and to elicit more information regarding documentation, success stories and other additional comments. The clarifications were incorporated into the overall survey results (questions initially left blank, incomplete answers, etc.) The summary of the additional responses can be found below.

Documentation of entrepreneurship activity in Quebec

Interviewees were asked if there was any additional documentation, research or reports about entrepreneurship throughout the different regions in Quebec. The majority of responses indicated that they did not have any such documentation on hand or did not know of materials existing with other organizations or institutions.

There was a general perception by survey respondents that there is not a great deal of information about entrepreneurship available, especially in English for Quebec or specifically about Anglophone entrepreneurship activity in the regions. There was also a strong consensus that information specifically about English-speaking entrepreneurs and English entrepreneurship services is lacking within the territory of the responding groups.

Entrepreneurship Success Stories

Respondents were asked about success stories in their region with regard to entrepreneurship, in particular about the contributions of organizations to these successes through their programs (rather than about individual entrepreneurs per se). Approximately half of the provided success stories were about organizations offering entrepreneurship or business activities, or courses that were onetime events or series. What was generally considered to be a success by these organizations was a high participation rate (especially in smaller communities) and the overall satisfaction expressed by participants about the events. The popularity of such events has, in some instances, encouraged the groups to pursue funding to hold more of these events or to repeat similar events on a more regular (or annual) basis if possible.

Despite the general perception that services in the regions in English are not always readily available, when asked if there were any entrepreneurship success stories to share, most groups had some positive anecdotes about individuals starting up a business where the person had engaged in some respect with existing services. Approximately 5 groups felt that they did not have any successes to report due to the fact that they said there were no existing (English language) services in their territory. However, they did feel that in true entrepreneurial spirit, a few individuals in their area had persevered regardless of the lack of services and continued to achieve an entrepreneurial success. One group felt that even though they had offered a few support services on occasion, it could not be considered a success because they were providing these opportunities on a default basis when other groups or organizations were not offering the types of English language services needed.

Targeted Need

The current economic situation in the different regions of Quebec, the population portrait and the range of services offered (or not offered) varies considerably, which underlines the importance that these differences must be considered and assessed at the regional level when undertaking economic development initiatives. This aspect was emphasized in the follow-up interviews by many respondents who noted that one of Youth Employment Services' strengths is that it effectively evaluates a client's needs (both with regard to employability as well as entrepreneurship) to ensure that they are receiving the most appropriate services (addressing the need); many of the groups expressed satisfaction with the YES model and were eager to have more services provided by YES to the regions or to set up models similar to YES.

During the telephone interviews, the regional groups were asked what they perceived as the greatest need in terms of entrepreneurship services in their area. Over half of the responses targeted youth as having the most immediate need for these types of services. Some of the comments focused on the need for services targeted to the student population within the schools (mainly high school) while others noted the youth age group of approximately 16-35, highlighting business start up and similar services. The remainder of the responses ranged from needing any kind of service at all (because none are available in English) to those focusing on those in the middle-age group, seniors, women and those specific to the arts and culture sector.

Networks and Outreach

It was noted that it is crucial to have a means to communicate the availability of services to those in need. Almost all of the regional groups and organizations felt confident that they were part of a strong network that could successfully reach target populations. Most groups noted they are already communicating regularly with the population at large via a newsletter or website, and whether or not they offered the YES services themselves, they would still be interested in helping to get the message out and raise awareness about services that YES provides. A couple of groups explained that they work in partnership with other local groups and between them had a significant contact list that would be useful and available for promotional purposes. Only a few groups felt that they could not offer a strong network for sharing as they did not feel secure with the amount of human resources available to carry out such marketing activity.

Additional Notes

Overall, the initiative undertaken by YES to hold the planning meeting and to carry out the Regional Development Initiative was very well received and there was a very high level of interest. Even those who were unable to attend the planning session personally due to other commitments invariably asked if another person from their organization could attend in their place, and all wanted to obtain the results of the proceedings. There were several comments expressing interest in receiving further information about the progress of the initiative.

3.3 – Background Documentation

To complement the survey and interviews, a literature review was undertaken to determine and analyze pertinent information in relation to the objectives of the study. The literature reviewed was segmented into three principal categories:

Market Surveys
These were surveys and studies that provide specific indicators related to entrepreneurship, both in a general sense (Canada and Quebec), and that which is particular to the English-speaking communities of Quebec.

Benchmarking
These were reports and other documentation (i.e. websites) that provided information with regard to economic development and the English-speaking communities of Quebec that help provide a framework, or 'benchmark', to assist in the future formulation of policy and program decisions and, within regard to this study, potential areas of future project activity.

Best Practices
While YES is amongst the leading providers of not-for-profit of English-language entrepreneurship and employment services, the delivery of these services to distant and low-population locations via information and communications technology is still in evolution. This section reviews some examples of effective practices that could respond to the technical and support needs of regional communities for the delivery of online services.

3.3.1 - Market Surveys

The study reviewed a number of surveys, studies and reports (see Annex 6) in order to situate the English-speaking communities in the regions of Quebec within the larger context of entrepreneurships in Quebec and Canada. In general it can be stated that there is lots of information with regard to entrepreneurship in the province and the country (Fondation de l'entrepreneurship 2011; BDC 2010) but limited data regarding English-speaking entrepreneurs in the regions.

Canada and Quebec
From an overall perspective, the literature consistently conveys the notion that entrepreneurship is an essential component to economic development, and therefore vital and sustainable communities. "Entrepreneurship matters" is the phrase of choice used by David Rittenhouse, formerly of the Dobson-Lagassé Entrepreneurship Centre (in his presentation to the Dialogue Day with the English Linguistic Minority Community of Quebec in October 2010). Amongst other defining characteristics, he noted that entrepreneurial action creates value, that there is a near perfect correlation between rates of entrepreneurship and the economic health of a region or country, and that 75% net new jobs are created by growing companies five years old or less. Entrepreneurship matters.

It was also recognized that entrepreneurship in Quebec lags well behind other regions of Canada, particularly the West (Fondation de l'entrepreneurship 2011; Maynard 2010). In fact, Quebec ranks near the bottom of all provinces when it comes to the various indicators of entrepreneurship (intention to start a business, actually starting up a business, owning a business and business closures); for example, Alberta and BC ranked highest in Canada for entrepreneurial intentions at 16.9%, with Ontario at 11.1% and Quebec at 6.9%. The only indicator where Quebec ranks highly is in closures. Unfortunately, while the expressions of intention to start up a business in Quebec are only slightly more than half those noted for the rest of Canada (6.9% to 11.2%), the province sees a comparatively similar amount of business closings every year (5.5% to 6.9%) (Fondation de l'entrepreneurship 2011).

English-speaking Quebecers
Despite the general state of entrepreneurship in Quebec, there is some evidence that English-speaking Quebecers have a higher level of entrepreneurship than their Francophone counterparts (Fondation de l'entrepreneurship 2011; Maynard 2010). Derived from the "Portraits entrepreneuriaux régionaux: De quoi les entrepreneurs de votre région ont-ils besoin?" survey conducted by the Fondation in conjunction with Leger Marketing as part of their contribution to the Global Entrepreneurship Monitor (GEM), they conclude that Quebec Anglophones are 2.2 times more likely to be an entrepreneur than Francophones in the province.

This is further supported by the analysis of the 2001 and 2006 Census of Canada data in the study entitled "Where Do the Anglos Work? - A review of statistics for employment and training in the English-speaking communities of Quebec" (Maynard 2010), and the YES report on "Self-Employment and Employment in Quebec's English-speaking Cultural Communities and Visible Minorities: Prospects and Problems" (Jedwab, 2006). The data reveals that English-speaking Quebecers are more likely to be self-employed, at the rate of one out of eight Anglophones in the work force compared to one out of ten Francophones; in some regions the rate is even higher, with the Eastern Townships showing nearly one in six Anglophones being self-employed, and on the Magdalen Islands, one in five. While being self-employed is not necessarily the same as being an entrepreneur[9], there is likely a strong correlation between the two in the context of the Fondation's findings in their survey.

The findings were inconclusive as to why English-speaking Quebecers are more likely to be entrepreneurs than their Francophone counterparts: is it that they are more entrepreneurial, or is it out of necessity due to lack of other employment opportunities due to language deficiencies?

The Fondation de l'entrepreneurship surmised that it might be cultural given that Francophones outside of Quebec have a similar tendency towards entrepreneurship as Anglophones in the province. Others noted that the motivation to entrepreneurial business activity was "influenced more by opportunity than necessity" (Grundy 2010). Still others believe that people opt for self-employment because of the

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[9] While someone who is considered an entrepreneur can be self-employed, the reverse is not always considered the case. A self-employed individual may just work for themselves without employees or associates, and may be providing goods or services without the intent of establishing a business per se. Since the data from Statistics Canada used in this report does not equate self-employment (a quantitative measure) with entrepreneurship (a qualitative assessment by the Fondation) they can only be interpreted as similar rather than identical.

lack of job opportunities (often due to French language capability), and to avoid uncertainties related to employment (Jedwab 2006).

Regardless, it can be fairly stated that English-speaking Quebecers are engaged in entrepreneurial activities at a relatively high rate compared to the majority community, and, as described in the following point, that there is a lack of English language services in the regions with regard to economic development to support entrepreneurial activity.

English Language Service and Support
Several of the surveys (see Annex 6) touched upon the subject of English language service and support, both generally in terms of economic development, and specifically in terms of entrepreneurship. The YES study (Jedwab 2006) cited numerous responses from the 2005 CHSSN-CROP survey of some 3,000 English-speaking Quebecers, and from the study's own focus group results, that the English-speaking community is not sufficiently aware of and/or not utilizing the many services and resources already established and that serve a predominantly Francophone clientele; more needed to be done to "market," or promote awareness of, services and resources.

This was further substantiated by the CEDEC study on small business development (Grundy 2010) which stated "Availability and access to English-language professional development and business training was of greatest concern in the rural group discussions where the critical mass is typically too low to support English-language programs on a consistent basis."

In addition, both studies noted that the majority of respondents surveyed regard language training as an important component of business development, ranking alongside the other typical concerns of access to information, capital and dealing with administrative and government processes. In this context, both studies reflected the consistent desire of English language entrepreneurs and self-employed individuals to be able to receive service and support, and to be able to network, in their own language.

3.3.2 – Benchmarking

As stated in the previous section, there is limited data on the state of entrepreneurship within the regional English-speaking communities of Quebec. The two sources that contain the most detailed information must also be subject to some level of interpretation given that their primary focus is not specifically English language entrepreneurs.

"Where Do the Anglos Work? - A review of statistics for employment and training in the English-speaking communities of Quebec" (Maynard 2010) covers all the employment categories included in the Census of Canada, including self-employment. The "Portraits entrepreneuriaux régionaux: De quoi les entrepreneurs de votre région ont-ils besoin?" survey (Fondation de l'entrepreneurship 2011) gives a detailed portrait of entrepreneurship in 13 of Quebec's administrative regions, but does so based on total population rather than any distinction by language.

By combining the salient points from these two studies with a focus on the regions that have an English-speaking population at least equal to 5%[10], benchmarks can be set for self-employment and entrepreneurship with the limitation that conclusions about the overall state of entrepreneurship for the English-speaking community in these regions can only be inferred given that the two studies were compiled from different data sets and methodologies. Data referring to self-employment is sourced from the "Where Do the Anglos Work?" study, and data referring to entrepreneurship is sourced from the "Portraits entrepreneuriaux régionaux".

Outaouais

Anglophones in the region are more likely to be self-employed (12.75% vs. 9.06%) which, from a total population perspective, has less entrepreneurs than the average for Quebec (12.2% vs. 14.5%). Despite having fewer businesses than the rest of Quebec, Outaouais had more business closings on average (1.8% vs. 1.6%). The Outaouais also has a high number of charities, non-profits, and cooperatives as compared to the rest of Quebec. A significant proportion (25%) of the English-speaking population is also employed in public administration (federal government in the NCR).

Montérégie

Self-employment is comparable between the majority and minority communities in the Montérégie, although slightly higher amongst Anglophones (12.92% vs. 11.0%), a region which has many established businesses, especially small businesses. However, there are less start-ups (3.7% vs. 4.9%) and less people interested in entrepreneurship (11.6% vs. 13.1%) than the average for Quebec even though there is a very high level of bilingualism amongst the total population.

Eastern Townships

Self-employment is more common for Anglophones than Francophones (14.88% vs. 12.35%), which is high for both linguistic communities compared to the overall provincial rate. There are many small and strong enterprises in the Eastern Townships with more established businesses than the average for Quebec (7.6% vs. 5.9%). There are also many business-minded young people in the region, and immigrants in the region are able to perpetuate their businesses. On the other hand, there is a lack of entrepreneurial interest among women compared to men (6.5% vs. 18.9%, 8.8% vs. 17.4% for the province as a whole), as well as amongst those older than 55 (0.7% vs. 2.6%).

Gaspé -Magdalen Islands

Self-employment is comparable among Anglophones and Francophones in the Gaspé (8.58% vs. 9.69%), and almost twice as high on the Magdalen Islands (20.0% vs. 11.0%, presumably due to the lobster fishery). The region has witnessed a steady rise in entrepreneurial intentions from 2004 to 2007 as well as a steady rise in businesses that are over 42 months old. However, this is in a context where there are significantly less entrepreneurial intentions (9.1% vs. 13.1%) and start-up businesses (2.6% vs. 4.4%) in

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[10] Percentage used by CED-Q to prioritize allocation of funding to projects. For the purposes of this analysis the main regions would be the Outaouais, Montérégie, Eastern Townships and Gaspé -Magdalen Islands given that data exists for these regions in both studies. The details of the 13 regions studied can be found at http://tinyurl.com/regionalreports.

the region as compared to the rest of Quebec, especially amongst women, with youth facing difficulties getting their businesses past the start-up stage. Immigrants are also less active entrepreneurially as compared to the rest of Quebec.

3.3.3 – Best Practices

As with the data on the state of English language entrepreneurs in the regions of Quebec, there is limited information on best practices (perhaps better interpreted as 'effective' practices) with regards to the delivery of support and services to regional communities. The "E-ship" list of organizations involved in providing support and services to entrepreneurs in Quebec compiled by YES lists 49 provincial and regional organizations, notwithstanding the hundreds of CLD, SADC, CDEC, CJE and other organizations that operate on a regional and local basis, as well as different types of programming offered through the school system.

All of these organizations are providing some form of information regarding entrepreneurship, much of it available online, some of it in English – generally less rather than more[11]. Some are providing support – workshops, advice on which program to apply for and how to fill out application forms, and some offer services such as counseling, mentoring, financing, etc. Again, some of this is available in English but on a very limited basis in English in the regions (Grundy 2010; Jedwab 2006; Maynard 2008).

Further, outside of college and university courses, email and online forums, very little of the support and service aspects with regard to entrepreneurship is being delivered at-a-distance by the above mentioned organizations and institutions in Quebec, with the same being true in other parts of the country. YES, for the first component of the Regional Development Initiative, is at the forefront of these initiatives as it is beginning to offer support and service functions via the Internet, which are now in the start-up phase. Otherwise, there appears only to be a New Brunswick entrepreneur who plans to launch a fee-for-service website called Clarity.FM later in 2012 that will provide access to business experts across North America (CBC 2012).

This makes it difficult to elaborate 'best' practices per se, yet there are a number of programs, projects and initiatives that are worth mentioning as guides towards the offer of effective support and services to English language entrepreneurs in the regions of Quebec.

YES
The organization was founded in 1995 by a group of committed volunteers who wanted to respond to the exodus of young Anglophones from Quebec. Recognizing the need to create employment opportunities to stem the outflow, Youth Employment Services was created. In 1996, YES added

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[11] The QCGN policy framework (Maynard 2008) describes the 'onion' effect where the initial point of public information access is available in English (the onion skin), but the substance of the information being sought (the flesh of the onion) is not. Commonly, the French language home page of a website is translated into English but the following information pages or documentation that can be downloaded from the site is not.

entrepreneurship assistance for people of all ages to its mandate and then, in 2000, launched their services for artists seeking English-language employment and entrepreneurship assistance in their field.

Since its inception, Youth Employment Services (YES) has pioneered the development of programs that are unique in addressing the economic challenges facing English-speaking people in Quebec and ensuring that they have the appropriate tools, information and services necessary to succeed economically and remain in Quebec. YES is the only English-language organization in the province that provides a client-centered and holistic approach to economic prosperity by offering employment and entrepreneurship services in person at their Montreal Centre and, most recently, online. YES has accomplished this through its three main program areas: the Job Search Program, the Artist's Program and the Entrepreneurship Program, with the addition of a Mentorship Program that complements all the types of services.

Through a combination of their 700 plus volunteers, 4,500 job counseling sessions annually, as well as 280 workshops, job postings and internships placements, YES has managed to successfully integrate over 85% of their job search clients into the economy. Within their Entrepreneurship Program they offer over 1,500 business coaching sessions, access to legal and accounting services and provide 140 day and evening workshops each year, presented by YES business coaches as well as volunteers from corporate, media, arts and academic communities. YES assists their clients with the creation of approximately 150 business plans and launches or supports over 250 new businesses within the province each year. The Arts Program is an essential pillar in YES' array of services in which they provide entrepreneurship and employment counseling services, art-business related orientation sessions and 90 workshops to over 600 Artists annually, as well as organizing an Art Expo and Conference that brings the business and artistic communities together. In addition, YES' Mentorship Program provides their clients with the opportunity to be matched with successful and prominent volunteer mentors from the business community who will offer invaluable business advice.

YES has helped over 35,000 clients since opening their doors 16 years ago and has grown exponentially throughout the years from 120 clients in 1995 to over 4,000 annually, increasing the range of services offered and their reach along the way.

LEAP (Local Employability Access Program)
The Local Employability Access Program (LEAP) was a pilot project funded by the Office of Literacy and Essential Skills, Human Resources and Skills Development Canada under the direction of the Carleton Centre for Community Innovation (3ci at Carleton University). The purpose of the project was to foster entrepreneurial culture in rural and remote Canadian communities by providing a humane, realistic, and innovative complement to employability training and entrepreneurial development services for disadvantaged or disengaged populations. Although the project was unable to generate the necessary resources to continue on beyond the pilot phase, it also produced a flexible and scalable training model that can be used by other organizations to deliver cost-effective client-support in partnership with community agencies or train-the-trainer services to replicate the program locally.

The main consideration is that the project developed and tested a blended skills development model that is technology-supported and combines self-directed learning with coaching and mentoring that could be adapted for the pilot phase of the Regional Development Initiative (and others). The report contains information on the effectiveness of using learning technologies delivering for employability training and entrepreneurial development to rural and remote communities and on the effectiveness of coaching, peer mentoring, and self-directed learning for employability skills development (that could be adapted to entrepreneurship).

This blended delivery model offers an effective way to reach isolated communities, deliver the same program to more than one community at a time, provides the live interaction and personal presence vital for soft-skills training and offers – via webcasting – an affordable alternative to boardroom-style videoconferencing.

CLC (Community Learning Centres)
Community Learning Centres are partnerships that provide a range of services and activities, often beyond the school day, to help meet the needs of learners, their families, and the wider community. Located at over 30 mostly regional English language schools across the province, with each CLC anchored by a coordinator, the CLCs initiative aims to serve as a 'hub' for English-language education and community development in their respective communities.

The key with this organization in relation to this study is that the CLCs have a network of video conferencing facilities that will assist in the delivery of educational & complementary services, assessment and referral services, preparation for entrepreneurial activity, careers & employability, corporate training and development and networking and IT support & leasing. Effectively, a purpose made, province wide network exists for the synchronous dissemination of presentations, conferences, workshops and other at-a-distance services and activities.

SBSN (Small Business Support Network)
The Community Economic Development and Employability Corporation (CEDEC) is implementing a strategy (2009-2013) to promote an "entrepreneurial culture" within the English-speaking community to stimulate entrepreneurial activity within potential entrepreneurs and enable the development of entrepreneurial support that will sustain ongoing enterprise development and growth.
As part of this strategy, CEDEC has started a Small Business Support Network that aims to work with partners to promote entrepreneurship services and to develop support networks for entrepreneurs, including professional development opportunities for business in English, opportunities for business to business networking and mentoring and links to business development resources through the network and partners.

While many groups and organizations have a mandate dealing with entrepreneurship, the SBSN is positioning itself to leverage the work and resources these organizations possess and play the "broker" role between these resources and the English-speaking community in Quebec. To this end, the SBSN has hired a provincial and several coordinators to work from CEDEC regional offices to implement the SBSN

activities. Similar to the CLC network, the SBSN offers an on-the-ground network through which the support programs and services of others can be delivered on a local basis in some of the regions.

Dobson-Lagassé Entrepreneurship Centre

Located at Bishop's University, the centre promotes and encourages the education and practice of entrepreneurship among students, as well as promoting entrepreneurship in the Eastern Townships business community. The Centre is involved in regional entrepreneurial activities in collaboration with other local development organizations and it offers complementary services to entrepreneurs in order to support the development and growth of small and medium size businesses in the Eastern Townships.

Of interest to this study is the Student Entrepreneurship Projects where students enrolled in entrepreneurship courses at Bishop's University complete researches, analyses as well as feasibility and market studies for entrepreneurs. The service does not replace the work that must be done by professionals but the work completed by the students will contribute to the success of a young business while assisting students in gaining practical experience. While this service is currently only available to the members of the Centre's Entrepreneurs Support Network, it is an effective practice that could be expanded to other regions by either the centre or emulated by other educational institutions.

The five examples constitute a substantial package of effective practice that could form the basis of English language entrepreneurship program delivery to the regions. The key to this being implemented would be a coordinated approach as noted in the Quebec Economic Planning Session, and as discussed in Section 6– Recommendations.

There are, no doubt, other best practices that have been deployed elsewhere (in both Quebec and Canada) but these have not been adopted as part of the programming for entrepreneurial services delivered to regional English-speaking communities, certainly a contributing factor to the lack of services in these regions.

4 – QUEBEC ECONOMIC PLANNING SESSION

One of the principal activities for the Regional Development Initiative was the holding of a Quebec Economic Planning Session in Montreal on September 22-23, 2011. The session was organized not only to review the results of the survey and interviews conducted as part of the overall project, but also to engage participants in a wider-ranging discussion on economic planning for the English-speaking community. The inclusion of the discussion component in the session was prompted by the fact that many individuals and organizations had approached YES over the years to inquire about how more programs and services could be delivered to (particularly regional) English-speaking communities with regard to economic development. As a consequence, the Regional Initiative Advisory Committee created by the YES Board of Directors for the project considered it important to address economic development issues for English-speaking communities with the aim of providing guidance for upcoming initiatives and policy decisions.

There were 16 representatives from community organizations participating in the Quebec Economic Planning Session, plus 3 YES representatives who provided input regarding the development of entrepreneurship services for the regions of Quebec. The participants were from English-speaking provincial, regional and local organizations, as well as two from the Cree and Inuit communities of northern Quebec. Representatives of several government departments joined the group for the first morning's activities (see Annex 5 for full list of participants).

The first morning on September 22 provided information and context with regards to economic development issues related to the English-speaking regional communities, including a summary of the results of the survey and interviews conducted with English-speaking community groups the previous summer (see Sections 4.1 and 4.2), as well as a visit to the YES office to meet staff and hear presentations on the different services that YES currently offers (see Annex 4).

The afternoon of the first day was devoted to discussing the needs of regional English-speaking communities (break-out groups and plenary session), as well as discussions on possible responses that could be deployed in meeting these needs. These are reported in detail in Sections 5.1 and 5.2.

The morning of the second day, September 23, focused on ideas and possibilities for actions that could be undertaken in regional communities with regards to entrepreneurship services and next steps for YES (and others) to pursue for the coming months (see Section 5.3).

4.1 – Economic Development Service Needs of Regional Communities

For the discussion at the planning session on economic development needs, participants were provided with an outline of areas of possible need (awareness, information, training, etc.) in order to help focus the discussions (see Annex 3). They were also provided with a short document containing descriptions of common terms (see Annex 1) to provide points of reference (rather than definitions which vary widely

out in the field), as well as a set of distinctions to ensure that everyone was clear about the use of certain phrases:

Distinctions

Support vs. Service
- Support organizations carry out promotion, provide information, access to programs and grants, policy development and capacity building;
- Service organizations, in addition to fulfilling some of the functions of support organizations, also deliver 'personalized services', activities that directly assist individuals or groups of individuals in terms of training, coaching, mentoring, financing, advice (financial, legal), etc.

Individual vs. Organization
- What are the needs of individuals as they engage in the process of developing economically? For example, financial needs might be to find seed funding to carry out market research for a business idea;
- What are the needs of organizations when it comes to supporting or servicing economic development activities? For example, financial needs might be resources (human, funding, materials) to carry out a direct support service for entrepreneurs such as business coaching.

The following is a summary of the needs expressed by community participants during the afternoon session of the first day, compiled from notes and flipcharts, with regards to service and supports for economic development in the regions.

Collaboration

Participants cited the need to improve collaboration, whether that be through partnerships, networking or cooperation. It was mentioned that there were plenty of networks in place, but they needed to be used more effectively, particularly those between English and French organizations, and especially with regards to reducing duplication. An emphasis on relationship building and seizing opportunities was noted, as were processes such as identifying common goals, appropriate roles, making sure everyone is involved and equitable allocation of funding and other resources. Models such as CHSSN and YES were frequently mentioned as examples to emulate. A notable barrier to fostering effective collaboration was the issue of resources given that collaborative efforts take time, personnel and funds to be successful.

Awareness

It was generally agreed that there was a need to raise awareness about the importance of economic development and planning amongst communities, and with businesses and governments of all levels. Suggestions were made to have someone designated from a particular organization to do this on behalf of others, to carry out research into potential demand for services (and therefore be able to respond to targeted clientele) or carry out service identification and assessment to avoid overlap (asset mapping, who is doing what and which region, etc.).

The follow-on to awareness is available information, and although it was acknowledged that there is information available, finding and interpreting it, especially in English, is a challenge even in the Internet age. There is a need for better access (i.e. multiple layers of jurisdictions in the regions with CREs, MRCs, administrative regions, etc. that affect the delivery of and access to services), and a better understanding of what is already available (both at the organizational level and the client level).

There is a need to have an equitable share of funding to promote entrepreneurship in the ESC (in comparison to what is being invested in the Francophone community for promotion), and improvements in the capacity of those who are supposed to deliver it (even when it is available.) Another need is to start awareness about entrepreneurship earlier in the schools.

Some of the barriers cited were not just language but also cultural (Anglophones see the concept of service differently), available manpower and resources in the regions, and the effects of being in isolated communities.

Training

Training for entrepreneurship and employability was mentioned as an important need, particularly as an opportunity to gain experience through internships (which is not always possible at a local level). French language training, particularly for business, was also cited as being important, as was the need to aggregate the critical mass to be able to receive training. Also mentioned were financial literacy, how to access and apply for grants and the need for new models for learning adapted to the circumstances of the regions. The main barrier in this regard was noted as being improved access to education with regards to economic development subjects.

Programs

Much of the discussion centred on the need to coordinate different programs such as a mentoring systems, internships and financing programs (particularly for expansion). It was noted that these types of programs should make services available for all target groups, and that there should be a mix of delivery modes (face to face and at-a-distance), and that they should be adapted to fit the specific regional context.

Other needs were cited as 'training of trainers' for local delivery of programs and services. The subject of starting a business was noted as being important, particularly aspects that deal with inspiring people to start a business, succession from one generation to the next, the opportunities in e-commerce, business coaching and financial literacy. Internships were mentioned as being very important and requiring more support programs. In addition, it was also noted that employability skills (not just CVs but also help in deciding what skills a person needs for a particular job), was an important aspect, not just for individuals seeking jobs or better employment prospects but also as a support factor for entrepreneurs who depend on qualified workers for their business success.

Barriers were noted as being lack of time and manpower to set up programs, such as a mentoring system – with fewer mentors available they do not have the time to set up a program so they need a support system to help coordinate this resource.

For the First Nations specifically, their representatives noted financing as an important need (unable to secure financing because on the reserve you cannot leverage immoveable assets). The difference between service versus support needs to be recognized (some economic groups finally recognizing the value and difference between the two), and language- individuals who can translate materials are working for higher paying companies such as Hydro and therefore not available on cost effective basis to the communities. Also the cultural differences in training were noted –persons from First Nations like more hands on learning.

Other barriers were that regional organizations must serve everyone (critical mass issue) and so it is difficult to segment programs based on targeted clientele. Also, it was noted that youth today are very mobile, so this must be taken into account when developing program responses (virtual working arrangements, and professional and personal life in cyberspace present opportunities for youth to find meaningful work while returning to their home community to enjoy the quality of life).

Overall Issues

The main issues noted by participants were:

- Advocacy – the need for more and targeted representations on behalf of the English-speaking community with regards to economic development issues, especially given that no one organization currently speaks for the English-speaking communities on this subject;
- Planning – the need for more planning with regards to economic development matters was highlighted, especially since there was very little planning occurring of a concerted nature;
- Coordination – in particular for the regions where critical mass and lack of English services is an issue, greater coordination is required to ensure an adequate level of service is available in a cost effective manner;
- Sustainable Funding – in addition to addressing the issue of minimal resources dedicated towards the regional English-speaking communities for economic development programs and services, the longer term aspect also needs to be taken into consideration, given that delivering results with regards to economic development initiatives cannot be achieved through a stop-and-start series of shorter-term projects.

In addition, participants noted a number of 'big' issues that affect programs, services and support efforts. The main one was a difference in institutional culture where Anglophones are reluctant to knock on the door of institutions and organizations if they perceive that they will not receive service in English. Since many institutions and organizations do not provide services in English this becomes a barrier to engaging the English-speaking communities with institutional supports and programs.

Secondly, it was mentioned that there was definitely a lack of 'sense of belonging' amongst Anglophones, particularly youth, and that it is necessary to foster a culture of "home" for young Anglophones in order to make programs a success.

4.2 – Possible Responses to Meet Economic Development Service Needs

Following the discussion on the needs of regional English-speaking communities with regards to economic development, participants in the Quebec Economic Planning Session were asked to elaborate on what might be some possible responses to these issues. The following is a summary of these possible responses as elaborated by community participants during the afternoon session of the first day, compiled from notes and flipcharts, with regards to service and supports for economic development in the regions.

Key Elements
- Adaptability – each region has specific needs and circumstances, so services and programs should be tailored as much as possible to respond to these particularities.
- Partnerships – collaborations with organizations such as YES should be encouraged to reduce duplication and improve the levels of service in areas where it would otherwise be difficult to deliver.
- Service programs - these must be allocated with long term resources to ensure quality and sustainability

Support functions
- Assessment:
  - What programs and services already exist and can be shared between the groups (resources, services, ideas, projects, students etc.)
  - Development of asset maps
- Identification:
  - Identify gaps and match services provided by YES and other service providers
  - Identify needs at a local level
  - Identify service points based on community selection

Services
- YES –development of a "menu" of services which groups can choose from to suit their regional needs (selection process for different regions and organizations)
  - Local representation/organization- adapt content service to fit the reality of the region
- Centralized service/support, a place to go for help/content (especially through a 'one-stop' information bank)
- Have a liaison from the ESC to work with and adapt services that are already available in French

Resourcing organizations
- Coordinated approach – development of a CHSSN-type model (central core for expertise with satellite partners for delivery)
- Representation – to work towards concerted support from governments to overcome regional barriers to financing and delivery, and to coordinate financial support from the various different

players (eliminate piecemeal contributions, and emphasize provincial representation and funding programs)

4.3 – Next Steps in Responding to the Economic Development Service Needs of Regional Communities

Following the discussion on the possible responses to the needs of regional English-speaking communities with regards to economic development, participants in the Quebec Economic Planning Session were asked to suggest 'next steps' that interested organizations could pursue within the framework of the regional initiative. The following is a summary of recommended 'next steps' identified by the community participants, compiled from notes and flipcharts, at the end of the two day economic planning session. It should be noted that the mention of a lead group is not exclusive but just a reflection of which groups expressed interest in taking at lead role for each of the recommendations.

4.3.1 - Planning & Assessment

Regional and provincial levels

E-Teams
*Lead group: **Townshipper's Association+ others***

The Townshipper's Association has developed an "E-Team" ('E' standing for Economic, Education, Employment and Entrepreneurship, see Annex 7), a committee to address the issues of economic development, education, employment and entrepreneurship, and the organization will share documentation on this approach to economic development planning and coordination in their region.

Planning should focus on what already exists, for example build upon the resources offered by the CLC network, as well as keeping others up-to-date through regular information exchange. Initiatives should emphasize efficiency (i.e. on-line delivery of a limited number of services to small populations to start with a manageable scale through use of distance technologies).

YES menu of services
*Lead group: **YES***

YES has a menu of services that it delivers to individual clients and other organizations (see Annex 4). The organization will prepare a more descriptive version for distribution to other organizations for information and planning purposes.

On-line services
*Lead group: **YES***

As part of the overall Regional Initiative, YES is developing on-line services for individuals and organizations. The organization will provide information on these services to other groups in order to be able to promote the on-line services in the regions. It was also suggested that local representation/organizations provide input to YES on adapting content and services to fit the reality of the particular region.

The concept of 'poly-service' using a web interface was mentioned whereby a service agent could assist individuals to access information and programs, or having analyzed their situation, give them options for appropriate referral to organizations, government departments or service deliverers.

Concerted approach
*Lead groups: **QCGN, YES, CEDEC (NHRDC),** + others*

Establishment of a CHSSN-type model for economic development (provincial network connected to regional and local delivery partners) was mentioned as a point of discussion for the planning session participants to continue talking about with the aim of inclusion in the 2013 Road Map for OLMC.

A central point in all the discussions during the planning session was the need for resources (funding, staff, facilities, expertise, etc.) to carry out research and development initiatives and to implement services, in order to be able to sustain the delivery of services beyond the project. This will require a concerted approach to funding and resource development; an example cited was the Gaspe initiative being lead by CASA with coordinated resources from partners in the region such as CJE, CRE, EQ, ESSB, CED-Q and the SBSN.

Advocacy
Lead group: QCGN

A number of items were put forward for follow-up after the planning session in the area of advocacy and representation. It was suggested that discussions on advocacy (for policy and program changes) should be lead by the QCGN as the provincial representational organization and could be held as part of their priority setting exercise currently underway.

It was also suggested that YES could promote exchange on topics and issues through the Employment Roundtable; although this group is comprised of mostly Montreal organizations working in the area of employability, they would likely be interested in discussions on economic development topics and have valuable input on matters related to entrepreneurship as well.

It was noted that CEDEC, as the community representative on the National Human Resources Development Table, could include appropriate items in these deliberations on behalf of the English-

speaking organizations and their communities given the presence of several federal departments with a mandate or interest in economic development for the OLMC.

Coordination
*Lead group: **YES***

Several items were suggested as priority activities that could benefit from a coordinated approach in order to provide better service and improved access to regional communities.

Information Clearinghouse
One of the priority initiatives that participants discussed was the need for an information clearinghouse so that all relevant documentation in English, especially documentation that has already been translated, could be more easily sourced by partner groups and individuals. Given that a number of provincial organizations have set up portals for information distribution, discussions will have to continue amongst them to see where documentation on economic development would be a best fit. It was also suggested that local initiatives already underway (such as the Small Business Support Network) be catalogued so the information can be made available to communities.

Translation
The translation of documents was cited as a recurring need at a reasonable cost. Having a centralized electronic service coordinated by one group would improve accessibility and minimize costs. Given that YES is already providing such services to its Montreal clients, the organization will look into how this service might be expanded to the regions.

Communications
*Lead group: **YES** + others*

The participants felt that it would be important to continue to stay in touch on economic development matters, and to include other organizations that have similar interests but were not present at the planning session. YES agreed to circulate periodic updates on the Regional Initiative through their e-newsletter, and others agreed to include other relevant information on economic development matters when available. It was suggested that YES review its publication "Making Your Way" for re-distribution to the regions.

Training
*Lead group: **YES***

Several groups at the planning session expressed interest in having their own or associate personnel in the regions trained to deliver services, or at least have a better understanding of the services available

to assist individuals in accessing services at YES or other groups (not physically present in the region). A number of suggestions were put forward for YES to follow up on with interested groups:

- Training of trainers (ToT) for delivery, programs & development topics. The training of trainers will help create local expertise and could be carried out as a centralized workshop (i.e. participants from the regions travel to Montreal), one or several video conference sessions, or webinars. Workshops could also be held in the regions (bring in expertise), or through one-on-one sessions through a web interface.

- Interested groups should carry out a needs assessment to establish what is required in the region and to verify what is and is not available in their region with regards to services so the training can be better targeted (general, such as information workshops vs. specific, such as individual coaching). This assessment should focus in on the generalized types of training required (i.e. information provision) vs. the specialized requirements such as coaching

- A list of possible partnerships would also need to be compiled, for example with QLF, Kativik, CLCs, school boards, etc.

- Business succession was mentioned as an important topic, both to raise awareness and to start preparations for succession planning. Educaloi as noted as a potential partner for legal information in this regard.

- E-commerce, start with a few key services to get program going, expand incrementally

- Business coaching

- Financial literacy

- French language skills – it was frequently noted in the discussions, as had been noted in the studies and reports reviewed for the project, that French needs to be recognized as a job skill and so courses should be made available to Anglophones as part of business and employability training programs.

- Getting youth involved in entrepreneurship was cited frequently during the planning session as an important program element to support generally. Youth camps, on-line classes, adult education programs (for young adults, the SARCA program) through the school boards, linguistic mentoring and employability skills were all examples noted that groups should be working towards and/or supporting in their regions.

4.3.2 – Other Possible Initiatives to Meet Economic Development Service Needs

Promotion

It was suggested that there be more promotion of English services to French language organizations, such as CJEs and other French language support and service providers, so that they are more familiar with what is available and the parameters regarding referrals if that is the case.

Conferences

It was suggested that there be an annual conference for all economic development players (similar to the CHSSN retreat) including regional associations, CLC's, SBSN, YES, Employment Roundtable, etc. It

was also noted that there needs to be resources available to support regional participation and that YES' annual entrepreneurship conference could be opened up to include the additional participation.

Another suggestion was to have a motivational speaker tour to help promote the entrepreneurial spirit. This could be as a conference, regional workshops, via video conferencing sessions, webinars, or through a local media campaign. The emphasis should be on 'Something completely different' (motivational and forward thinking rather than just technical workshops).

5 – PRINCIPAL FINDINGS

Of a general nature, and supported by the literature reviewed, it can be stated:

- Entrepreneurship is generally regarded as an essential component to economic development, and therefore vital to the sustainability of communities[12];
- Entrepreneurship in Quebec lags well behind other regions of Canada, particularly the West[13];
- English-speaking Quebecers have a higher level of entrepreneurship than their Francophone counterparts[14];
- Services and support for entrepreneurs, employability and social enterprise can make a big difference in success rates[15].

Therefore, the provision of services and support for entrepreneurs in regional English-speaking communities could further enhance the level of entrepreneurship and, as a corollary, contribute to the economic development and sustainability of these communities as well as the overall economic well-being of Quebec and the majority language community.

5.1 – Regional Findings

Of a regional nature, and supported by the literature reviewed, the survey responses and the input received during the Quebec Economic Planning Session, it can be stated:

- There is a lack of English language services in the regions with regard to economic development in general, and entrepreneurship in particular;
- Regional community groups are interested in working collaboratively to 'make things happen' with regards to economic development;
- Regional community groups are interested in the YES model, or models similar to YES, being made available in the regions, either on-site and/or at-a-distance, provided that there can be a way to sustain the services beyond the lifespan of the regional initiative and the pilot projects.

Therefore, the improved provision of English language services and support for entrepreneurs in regional English-speaking communities would contribute to the further enhancement of the level of entrepreneurship in these regional communities.

5.2 – Provincial Findings

Of a provincial nature, and supported by both the literature reviewed, the survey responses and the input received during the Quebec Economic Planning Session, it can be stated that:

- There is a need for greater coordination with regards to economic development in general, and service and support for entrepreneurship in particular;

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[12] Multiple sources, specifically Rittenhouse, 2010.
[13] Fondation de l'entrepreneurship, 2011.
[14] Ibid.
[15] Multiple sources, specifically Ernst & Young, 2011.

- Provincial and regional community groups are interested in working collaboratively to be more effective in the provision of English language representation, supports and services with regards to economic development;

In addition, there was an expression of interest from some representatives during the Quebec Regional Planning Session in the CHSSN model to handle the coordination aspects of economic development activities and initiatives in the English-speaking communities of Quebec. The CHSSN is the principal English language community player in the health sector which, through a series of projects and partnerships that link community and public partners, works to strengthen networks at the local, regional and provincial levels in order to address health determinants, influence public policy and develop services. The CHSSN acts as a 'hub' to make representations, offer expertise and develop resources which it then puts into action through the network partners rather than by itself.

Therefore, the improved coordination of representations, support programs and service delivery with regards to economic development activities and initiatives in the English-speaking communities of Quebec would contribute to the overall economic well-being and sustainability of these communities.

5.3 – Additional Findings

Despite the importance attributed to economic development by communities and governments, the situation of English-speaking communities in Quebec has received limited attention compared with other sectors, notably health and education. Aside from macro challenges, such as the decline of resource-based industries in the regions of Quebec, the QCGN Policy Framework on Economic Development (Maynard 2008) notes other particular challenges that the English-speaking regional communities of Quebec face as they work to develop their economic potential:

- The wide differential between geographic locations of the regional English-speaking communities of Quebec, particularly urban and rural/remote;
- The fact that Quebec programs are largely designed and structured for universal delivery to the majority population, in particular regarding the regionalization of programs (administrative regions);
- Federal service and program transformations, and devolution of federal powers to Quebec for program delivery, continue to be designed and implemented for the majority populations (English in the ROC, French in Quebec).

The QCGN paper states that "The challenges for service provision for the English-speaking communities of Quebec in rural and remote areas are the consistent availability of, and accessibility to employability and entrepreneurial development services in English regardless of location."

The first major factor in this regard is regionalization – the structuring of programs on a territorial basis such that service may be available in one jurisdiction (territory or region) but not through a similar agency in another area. Youth Employment Services (YES), as the major provider of entrepreneurship and employment services to the English-speaking community of Quebec, has noted that it sometimes cannot meet demands through current levels of financial support because it has to handle clients

coming in from other jurisdictions where English language services are not readily available or accessible. It often means that English-speaking communities are divided and sometimes disadvantaged by regionalization; the 'Eastern Townships' as defined by English-speaking communities is actually made up of three administrative regions which then channels Anglophones into three different regional centres – St-Hyacinthe, Sherbrooke and Drummondville – that offer varying levels of English language services. Thus, the English-speaking communities of the Eastern Townships don't have a geographic centre where services can be accessed by all Anglophones.

The second is the decision of whether to integrate or not to integrate. Or put another way, to mainstream or go 'Anglo only'.

Mainstreaming

The Villages branches program[16] is an example of a mainstream program. Financed by the Québec government, the aim is to improve IT infrastructure for educational institutions such as fibre-optic connectivity for the Internet. Because the objective of the program is language neutral (improved bandwidth), and main institutional focus is on schools into which the English-speaking community is well integrated, being part of the mainstream program is accessible and beneficial. Mainstreaming therefore makes sense in this instance for the English-speaking community.

Anglo only

Accessibility and benefit are not always the case, and many government programs are designed for the mainstream without much regard for the situation and needs of the minority language community. The priority emphasis in the predecessor IT program (l'Inforoute[17]) was the development of French language resources on the Internet, so there was little opportunity for the English-speaking community to benefit from the program and it was obliged to develop Internet content resources 'on its own'.

Not all program delivery considerations are so clear cut – the CHSSN operates in a mixed context of mainstreaming (with regional health boards) and Anglo only (network partnership initiative) as appropriate and necessary, as do many other community organizations with regards to their development programming.

However, the provision of economic development support programs and service delivery to regional English-speaking communities, borne out by past results, necessitates a primarily 'Anglo only' approach due to the fact that:

- The lack of critical mass in many regional English-speaking communities means that there is unlikely to be any English language service through mainstream arrangements;

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[16] The Villages branchés program aimed to support school boards, local municipalities, regional county municipalities and private schools in all regions of Quebec that want to build a telecommunications network between facilities in a region.
[17] MacGibbon, P., Maynard, H. (2004). ICT Development Corporation: Information and Communications Technologies for the English-speaking Communities of Québec. Sillery, Quebec: Quebec Community Groups Network, p.32.

- The balkanization of regional English-speaking communities (by administrative territories) means that support and service delivery resources will continue to be fragmented and therefore insufficient or unavailable to the extent necessary to adequately offer local provision;
- The general lack of capability in many French language organizations and institutions to provide English language services.

The improved availability of information and communications technologies in the regions now makes it possible to offer quality services from a distant, consolidated source (i.e. YES in Montreal), supplemented by local support as needed and available. Greater coordination amongst the different players involved in English language support and service delivery offers the potential for the more effective and efficient provision of these programs (i.e. one point of centralized distribution to a larger audience/clientele rather than many smaller points of dissemination necessitating repetitive delivery). Therefore, the offer of consolidated English language economic development support programs and service delivery using information and communications technologies to bridge the barriers of administrative regions and deficiencies mainstream programs will be necessary to further assist the enhancement of entrepreneurship development in regional English-speaking communities.

6 – RECOMMENDATIONS

The purpose of this study was to look at the feasibility of working towards the regional development of English-language entrepreneurial services utilizing the YES model (and others), as well as to examine the first steps in developing a strategic economic development plan for the regional English-speaking communities of Quebec by evaluating the individual and collective regional needs in this area and proposing a pilot for these regional development activities with the aim of establishing self-sustaining regional entrepreneurship services.

Key indicators to determine the feasibility of a successful regional service development were determined to be the:
1. Ability to recruit local volunteers
2. Ability to conduct local marketing efforts
3. Ability to train volunteers on service delivery
4. Technical needs and support the delivery online services to the regions
5. Oversight and governance models
6. Ability to provide sustainable services beyond the project timeframe

Through the survey, interviews and planning session with representatives of community organizations, it was determined that indicators 1-4 (volunteers, marketing, training and technical needs) are feasible by working collaboratively with these local and regional community organizations. In addition, the call for greater coordination (leading to efficiencies and improved effectiveness) amongst organizations involved with and interested in economic development for the English-speaking communities of Quebec further enhances the viability of these indicators, as well as the feasibility of indicator 6 (sustainability). Given the determined feasibility of developing regional entrepreneurship services, this report proposes three principal recommendations in order to continue progress towards this goal:

6.1 – Cooncerted Approach

6.1.1 – Provincial

Building on the consensus of the Quebec Economic Planning Session that more effort to coordinate economic development activities for the English-speaking communities of Quebec would be a positive step towards more efficient and effective program delivery, including the future activities of the Regional Development Initiative, it is recommended that:
- Interested organizations formalize a provincial coordination structure in this regard.

One of the suggested ways to do this would be, under the auspices of the QCGN and with the inclusion of other groups, to formulate a provisional committee and determine what the preferred structure and mandate should be. The QCGN's Policy Framework paper (Maynard 2008) and CEDEC's Small Business report (Grundy 2010) both contain substantial suggestions for how this coordination body could be structured and what its mandate/functions could be.

Following the suggestions put forward at the Quebec Economic Planning Session and in other studies and reports, this coordination body should focus on:

● An incremental approach to expanded membership (who, what and when)

● Development of a centralized English-language business repository

● Developing parameters/possibilities for a CHSSN-type model for economic development

● Establishing a research agenda (see Section 7.2 below)

● Planning of required economic development resources to be included in the 2013 OLMC Road Map

● Organization of a first province-wide economic development conference (in part to expedite and consolidate the above items) for the English-speaking communities of Quebec

6.1.2 – Regional

Building on the suggestion brought forward at the Quebec Economic Planning Session, it is recommended that:

● E-Teams[18] be established in each regional community to complement the provincial coordination efforts as well as to lay the groundwork for implementation of outcomes from the Regional Development Initiative.

6.2 – Research

As noted several times in this report, there is limited current data with regard to matters related to economic developments in English-speaking communities in Quebec. Given the importance of having up-to-date and targeted data to support policy and program decisions, as well as to be able to reflect regional differences given the expanse and diversity of locations in which the English-speaking communities exist, it is recommended that:

● Potential areas of research that will support improved and targeted service and support delivery be developed as part of the activities to be carried out through the concerted approach.

6.3 – Pilot Projects

6.3.1 – Regional Project

The second goal of the Regional Development Initiative is to conduct a pilot program to field test the delivery of entrepreneurship services to the regions. While the survey, interviews and planning session have determined the feasibility of carrying out such a pilot and the broad parameters of what would be included in the trial (YES menu of services, training-of-trainers, support to host organization, availability of facilities and technology, etc.), there still remains the selection of the region(s) and partners for implementation.

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[18] 'E' standing for Economic, Education, Employment and Entrepreneurship, see Annex 7.

- It is therefore recommended to give consideration to the following regions for the implementation of a pilot program for provision of services following the YES model: Gaspé, Quebec City, the Lower North Shore and the Eastern Townships.

This recommendation is based on the following:

- As indicated in the Indice de l'entrepreneurship report (Fondation de l'entrepreneurship 2011) and the Where do the Anglos Work study (Maynard 2010), these regions have a sufficient level of entrepreneurial activity yet with potential to further develop, thereby making them promising locations for the pilot program;
- The regional community organizations in these regions have been preparing economic development activities that include elements related to entrepreneurship and employment development (support and services) and are collaborating with other regional partners;
- The report "Promoting Entrepreneurship in the English-speaking Communities of Quebec using Information and Communications Technologies" prepared by the Fondation de l'entrepreneurship in 2005 includes preparations for a pilot project to provide at-a-distance entrepreneurship services in the Gaspe region. Even though the pilot was never implemented, the report contains delivery methodologies and a project framework that is still valid for application on a regional basis;
- The regions have adequate information and communications infrastructure (fibre optic, video conferencing, etc.) and accessible community and institutional facilities;
- In addition to the regional community organizations as the primary local partners, the regions have several CLCs for facilities and video conferencing, as well as having local CEDEC offices (and therefore connected to the SBSN).

7 – ANNEXES

Common understanding of terms

The general use of the term "economic development" refers to all of its constituent parts: education (& training), entrepreneurship, self-employment, employability, social enterprise, and community economic development. Given that there are myriad definitions of all these terms, the 'definitions' are presented in the descriptive rather prescriptive form and are therefore a guide to common understanding for the their meaning rather than as the definitive text.

Describing Economic Development

Economic development is the process of developing and maintaining suitable economic, social and political environments, in which balanced and sustainable growth may be realized, increasing the wealth of the community. This process is founded on a variety of elements that include investment, entrepreneurship, job creation, self-employment, and the social economy. These are, in turn, supported by programs and services that offer opportunities in education, training, and individual life skills as well as community economic development and capacity building (*Stuart Nechako Regional Economic Society, 2008).*

Economic development, from a policy perspective, can be described as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base. In its broadest sense, economic development encompasses three major areas:

1)   Policies that governments undertake to meet broad economic objectives such as price stability, high employment, expanded tax base, and sustainable growth. Such efforts include monetary and fiscal policies, regulation of financial institutions, trade, and tax policies.

2)   Policies and programs to provide infrastructure and services such as highways, parks, affordable housing, crime prevention, and K-12 education.

3)   Policies and programs explicitly directed at job creation and retention through specific efforts in business finance, marketing, neighborhood development, small business development, business retention and expansion, technology transfer, and real estate development. This third category is a primary focus of economic development professionals *("Economic Development," 2008)*

Describing Entrepreneurship

Economic resources, often called factors of production, are divided into four general categories. They are land, labor (sometimes referred to as human resources), capital, and entrepreneurship.

Entrepreneurship is a special form of human capital that is important in an economic setting as entrepreneurship is the fourth factor of production. An entrepreneur is one who brings together all the resources of land, labor, and capital that are needed to produce a better product or service. In the process of doing this, the entrepreneur is willing to assume the risks of success and failure.

Many people associate entrepreneurship with creating or owning a new business. That is one definition of entrepreneurship, but not the only one. An entrepreneur might create a new market for something that already exists or push the use of a natural resource to new limits in order to maximize efficiency and minimize consumption. Entrepreneurship also involves the recognition of opportunities (needs, wants, problems, and challenges) and the use of resources to implement innovative ideas for new, thoughtfully planned ventures (*Mentors, Ventures & Plans, n.d.; Enotes, 2008*).

Entrepreneurship is the practice of starting new organizations or revitalizing mature organizations, particularly new businesses, generally in response to identified opportunities. Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. In Schumpeter (1950), an entrepreneur is a person who is willing and able to convert a new idea or invention into a successful innovation.

Describing Social Enterprise

The social economy is a grass-roots entrepreneurial, not-for-profit sector, based on democratic values that seek to enhance the social, economic, and environmental conditions of communities, often with a focus on their disadvantaged members. Social economy enterprises are run like businesses, producing goods and services for the market economy, but they manage their operations and redirect their surpluses in the pursuit of social and community goals. Typically, social economy enterprises grow out of broad-based community development strategies involving citizens, governments, the voluntary sector, businesses, learning institutions, and other partners (*Western Economic Diversification Canada, 2007*).

Describing Employability

Employability refers to a person's capability of gaining initial employment, maintaining employment, and obtaining new employment if required. In simple terms, employability is about being capable of getting and keeping fulfilling work. More comprehensively, employability is the capability to move self-sufficiently within the labour market to realize potential through sustainable employment. For individuals, employability depends on the knowledge, skills and attitudes (KSA) they possess (assets), the way they use those assets (deployment) and present them to employers (presentation), plus the context (e.g. personal circumstances and labour market environment) within which they seek work.

Employability is not only about developing vocational and academic skills, it is also about assisting individuals with access to relevant and usable labour market information to help them make informed decisions about the labour market options available to them. They may also need support to realize when such information would be useful, and to interpret that information and turn it into intelligence. Finally, people also need the opportunities to do things differently, to access relevant training and, most crucially, employment (*Hillage & Pollard, 1998*).

Describing Self-Employment

Self-employment is a person who works for himself/herself instead of an employer, while drawing income from a trade or business that they operate personally.

To be self-employed is not necessarily the same as being a business owner: A business owner is not required to be hands-on with the day-to-day operations of his or her company, while a self-employed person has to utilize a very hands-on approach in order to survive. It differs by jurisdiction but generally a person is considered self-employed if that person is running a business as a sole proprietorship, independent contractor, as a member of a partnership, or as a member of a limited liability company that does not elect to be treated as a corporation (*Wikipedia, n.d.)*

Describing Community Economic Development

Considering the scope of economic development, Community Economic Development (CED) is defined as economic development combined with all other processes, programs, strategies, and activities that make a community sustainable. CED encompasses action by people locally to create economic opportunities and better social conditions, particularly for those who are most disadvantaged. CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing (*Community Table, n.d.)*

Detailed Survey Results

Survey Questions

1. Information

38 respondents completed this question by filling in a complete information profile about their organization. The organizations represented a variety of regions, service levels and mandates as described below.

2. Your organization is (choose one): *Provincial, Regional or Local*

10 organizations identified themselves as provincial, 13 as regional and the remaining 15 as local. The 10 Provincial organizations have offices located throughout Quebec and offer varying degrees of service to the different regions of Quebec. The representation from the 13 regional organizations was fairly spread out with several groups representing the outlying regions of Quebec such as with the larger number (4) of groups representing the Gaspé and Magdalen Islands regions, two (2) from the Côte Nord, one (1) from Abitibi-Témiscamingue and one (1) from Nord du Quebec. Other regional groups were located in less remote areas such as the Capitale Nationale (1), Chaudières Appalaches (1), Eastern Townships (2), and the Outaouais (1). The 15 organizations which self identified as local are all Community Learning Centre's with the exception of South Shore Community Partners (Montérégie), Vision Gaspé-Percé Now (Gaspé and Magdalen Islands) and 4 Korners Family Resource Centre (Gaspé). Four (4) out of the twelve CLC's that responded are from the Côte Nord, two (2) from the Eastern Townships and one (1) from each of the following; the Gaspé and Magdalen Islands region, Laurentians, Mauricie, Montérégie, Montreal and Outaouais.

3. Does your organization have economic development as part of its mandate?

(entrepreneurship, employability, self-employment, social enterprise, or community economic development)

There were 36 responses for this question with 25 organizations (69%) having economic development (ED) as a part of their mandate and 11 (31%) that do not currently include ED in their mandate. Half of the organizations that do not direct ED within their activities are provincial. Three regional and three local organizations do not have ED as a mandated priority.

4. If your organization has economic development as part of its mandate, which of the following component areas does that mandate cover? (check all that apply)

(Entrepreneurship, employability, self-employment, social enterprise, community economic development, other)

24 organizations that include economic development as a part of their mandate refined the component areas that are covered in their mandate. Entrepreneurship and community economic development were the top two components with 20 (83%) and 18 (75%) organizations respectively including these types of activities in their mandate. Employability came in a close third place with 15 (63%) organizations

covering this component and self-employment and social enterprise completed the list with eight (33%) and six (25%) organizations respectively.

Of the 24 organizations that responded to this question, only three included all five of these components. There were four groups that covered only one out of five components. Three of them covered the community Economic Development component and one focused on the entrepreneurship component. The majority of groups (the remaining 17) included between two and four of the five components listed.

Several organizations described "other" similar aspects that were included in their mandate which included career activities for students (2), sustainable development, assistance to newcomers and community vitality.

5. Your organization is already delivering English language entrepreneurship services
Out of the 36 responses for this question, 20 of the organizations (56%) are already delivering English language entrepreneurship services. The remaining 16 respondents (44%) are not. The different types of organizations (local, regional and provincial) were divided almost equally when it came to those offering the services versus those that were not. Only the local groups had a slightly higher number, with 8 offering entrepreneurship services in English versus the 5 local groups that were not.
In terms of location, the organizations that offer English language services for entrepreneurship are fairly equally distributed throughout the province.

5.a If your organization is offering entrepreneurship services, which ones? (check all that apply)
(Entrepreneurship Orientation Sessions, directory, business coaching, mentorship program, legal information for entrepreneurs, entrepreneurship resource library, other)
There were only 15 responses to the checklist of entrepreneurship services listed. However, there were 18 responses describing alternative entrepreneurship services. Of the services listed in the question, entrepreneurship orientation sessions received the highest count of 10 (67%), while legal information for entrepreneurs had the lowest tally of only two (13%). Directory services are offered by six of the organizations that responded (40%), a mentorship program by six (40%), and three organizations offer business coaching as well as three organizations which offer an entrepreneurship resource library (20% each respectively).

As for the multitude of responses in the "other" section of this question, some of the alternatives varied from the start up phase of identifying the needs of the community and promotion of entrepreneurship, to student entrepreneurship services (5), information and referral and other entrepreneurship activities such as contests, business clubs and networking.

Four organizations specifically noted working with and hosting activities for other groups that offer these services such as the CEDEC (3), CJE (1), Centre L'Emersion Baie Comeau (1) and ACCESS (1).

6. Is your organization interested in carrying out promotional and publicity activities around entrepreneurship services such as online training, online coaching, and access to entrepreneurial webinars?

Out of 38 responses to this question only five organizations (13%) answered no, they would not be interested in carrying out promotional and publicity activities around entrepreneurship services. Four out of the five that said no were provincial organizations and the remaining group was a local group in Montreal.

7. With regard to distance delivery capacity, your organization has, or can assist in obtaining, access to conference calls-toll free access, Smartphone cellular services, broadband services and equipment for VOIP-Skype, broadband services and equipment for net meetings, webinars, video conference services and personnel, other (check all that apply):

33 organizations detailed their access to or capability to assist in obtaining access to services and equipment for distance delivery. Twenty-eight of the groups (85%) have access to video conference services and personnel. Smaller numbers of groups (23 and 14 respectively), yet still significant, have access to toll-free conference calls (23, or 70%), and broadband services and equipment for VOIP (14, 42%). 12 groups (36%) also have access to broadband services and equipment for 'Net meetings' and webinars and, finally, five groups (15%) have access to Smartphone cellular services.

While some of the organizations close to urban areas (i.e. Montreal) do not have access to broadband services, the distribution of services remains fairly balanced across the province.

8. Please keep my organization informed of on-going developments in the entrepreneurship services project for the regions.

There was a unanimous (38 out of 38 responses) desire to keep informed about the on-going developments in the entrepreneurship services projects for the regions.

9. A representative of your organization would be available to participate in a telephone interview (approx. 30 mins) to provide further input on developing entrepreneurship services in the regions.

Out of 37 responses, 31 organizations (84%) stated that a representative would be available to participate in a telephone interview. Six organizations declined this option. Three organizations that declined were local and three were provincial. There were no explanations regarding availability or lack thereof.

10. A representative of your organization would be available (if requested) to participate in a 2-day focus group in Montreal in September to further develop options for entrepreneurship services in the regions.

There were also 38 responses to this question regarding representatives to participate in a focus group in Montreal. 19 organizations (50%) stated that yes, someone would be available to attend, while five groups (13%) declined availability to participate (the five also declined to participate in a telephone interview). 14 (37%) of the respondents said that they would require more details.

Out of the organizations that responded yes, seven are local, three are provincial and nine are regional groups.

11. Are there regular and recurring entrepreneurship services offered in English in your community/area?

(none, a few, some, a lot, N/A)

The 36 responses for this question were fairly evenly distributed across the board. The majority of organizations (13, or 36%) declared that there were "a few" regular and recurring entrepreneurship services offered in English in their community/area with the next highest total having 10 responses for "some" services (28%). Seven organizations (19%) reported "none". Only three responses (8%) indicated there were "a lot" of services available in English and three (8%) indicated "N/A".

Two of the organizations which indicated that there were "a lot" of English language services available are located in Montreal and Montérégie. The other organization is provincial. The next group having "some" access to these services was fairly distributed throughout the province, with two (2) from the Gaspé and Magdalen Island region, two (2) from the Eastern Townships and one (1) from each of the Montérégie, Nord du Quebec and Outaouais regions. Three provincial groups also self-identified in this group.

With the exception of one of the six groups from Côte Nord, the rest (5) stated that there were "a few" English services available to them. The remainder of responses identified in this group were from the Gaspé and Magdalen Island (3), Laurentian (1) and Mauricie (1) regions. Three provincial groups also identified that "a few" of these services were available to them.

Finally, the groups (7) which chose the option "none" were mostly composed of regional groups coming from the Gaspé and Magdalen Island, Chaudière Appalaches, Capitale Nationale, and Abitibi regions. The remaining two respondents are local groups from the Eastern Townships and the Côte Nord.

11a. If there are English language entrepreneurship services in your community/area, are they offered by:

(an English Language organization or institution, a mostly French language organization or institution)

28 organizations clarified whether the English language entrepreneurship services available in their community/area are being offered by an English language organization or a mostly French organization. Twenty groups (71%) responded that they were offered by an English language organization and eight groups (29%) responded that they were offered by a mostly French language organization. Several of the groups specified which English language organizations are offering these services in their area and the following were most frequently mentioned; Bishop's University, Townshipper's Association, CLC, CLD, CJE,SADC, QLF, Service Canada, Pacte Rural, ACCESS, YES and CEDEC. Of the French language organizations, only two were named; the CJE and the Fonds d'emprunt d'Argenteuil.

11b. If there are English entrepreneurship services in your community/area, please indicate which kinds/types are available. (check all that apply)
(Entrepreneurship Orientation Sessions, directory, business coaching, mentorship program, legal information for entrepreneurs, entrepreneurship resource library, other)
There were only 15 responses to this question, specifying which English language services are available in the various communities/areas across Quebec. The type of service that was most reported being offered (by 12 organizations, or 80%) was entrepreneurship orientation sessions. The next highest count (11, or 73%) was business coaching. Mentorship and legal information for entrepreneurs were reported by nine (60%) and eight (53%) respectively. Directory and entrepreneurship resource library were reported by a total of eight (53%) and six (40%) groups respectively.

There were a small number of responses included in the "other" category where the CLD business development plan and NED elementary and high school entrepreneurship programs were listed.
As mentioned previously, there were three organizations that reported that "a lot" of services were available in English; in this question, the same three identified that all of the types of services listed in the question are available. The only other area to report availability of all five types of services listed was the Eastern Townships and one other provincial organization. While there was only a small number of total responses, the other responses in this section indicate a fair distribution of the different types of services across the province with the Gaspé and Magdalen Island, Côte Nord, Laurentians, Eastern Townships and Montérégie regions all reporting between two and four of the different types of services available.

12. Is your organization interested in expanding its level of activity in the area of economic development?
There were 30 responses to this question where 23 organizations (77%) answered "yes" they would be interested in expanding their level of activity in the area of economic development.

Two out of the seven that responded "no" to this question were provincial organizations and the remaining groups were local. Four out of the remaining five respondents that were not interested in expanding ED activity were community learning centres.

12a. If your organization is interested in expanding its level of activity in economic development, in which component areas? (check all that apply)
(Entrepreneurship, employability, self-employment, mentorship, social enterprise, community economic development)
Twenty seven out of the 35 organizations that responded to this question (77%) were interested in expanding its level of activity in some or all of the component areas. All of the options listed were fairly popular. Community economic development was the forerunner with a total of 20 (74%).

Entrepreneurship and employability were a close second receiving a total count of 17 (63%) and 15 (56%) respectively. Finally, mentorship, social enterprise and self-employment rounded out the rest with

totals of 13 (48%), 13 (48%) and 11 (41%) of organizations that would like to expand activity in this component respectively.

A few organizations specified other areas of ED that they would like to expand with sustainable development, inventory services and youth programs specifically listed. There were very few (only five) organizations that only chose one area that they would like to expand in terms of ED, however, these five all chose community economic development. Two of these groups are from the Gaspé and Magdalen Island region while the others are from the Laurentians and Côte Nord. The last one that chose this option was a provincial group.

13. Other comments or suggestions:

Eight organizations responded to this question and re-emphasized the importance of having these different types of services available in the regions. Among the comments supporting the idea about working in partnerships with groups that already exist in the regions (i.e. CEDEC or CLC's) one comment added that the creation of a social enterprise in their region would be of great benefit.

It is interesting to note that a couple of the comments expanded on the importance of information sharing and awareness. One group from Montreal commented that even though there are a multitude of services available in Montreal, few people are aware or take advantage of them and that this could be a priority. Sharing information between groups and regions was also noted as an area of importance and finally, it was noted that information sessions should be made available in the evenings when people (who work during the day) can more easily attend.

One comment emphasized the need for entrepreneurship services on the Lower North Shore and how such an implementation could benefit the existing businesses as well as new business initiatives (especially with training and development for youth). Along this theme another comment made supported the idea of YES services being available and of great benefit to the regions and ended the comment with the request that the 2 day focus groups being held in Montreal be made available by teleconference for the regions.

YES Regional Development Initiative - Needs Discussion Outline

The following is the summary context document that was provided to all community and government participants in providing background on the current situation of economic development related to the English-speaking regional communities of Quebec during the morning session of the first day with regards to service and supports for economic development in the regions.

Context (*from a community perspective*)**:**
- Entrepreneurship is generally regarded as an essential component to economic development, and therefore vital and sustainable communities *(Strength)*
- Entrepreneurship in Quebec lags well behind other regions of Canada, particularly the West *(Weakness)*
- There is some evidence that Quebec Anglophones have a higher level of entrepreneurship than their Francophone counterparts *(Opportunity)*
- There is a lack of English language services in the regions with regard to economic development *(Threat)*

Distinctions
Support vs. Service
- Support organizations carry out promotion, provide information, access to programs and grants, policy development and capacity building;
- Service organizations, in addition to fulfilling some of the functions of support organizations, also deliver 'personalized services', activities that directly assist individuals or groups of individuals in terms of training, coaching, mentoring, financing, advice (financial, legal), etc.

Individual vs. Organization
- What are the needs of individuals as they engage in the process of developing economically? For example, financial needs might be to find seed funding to carry out market research for a business idea;
- What are the needs of organizations when it comes to supporting or servicing economic development activities? For example, financial needs might be resources (human, funding, materials) to carry out a promotional campaign.

What are the <u>needs</u> with regard to English language services in the regions directed towards economic development?

<u>Awareness</u>: despite numerous, mostly government, support organizations, many community members are not aware of the services available.
- *Is there a need to address the issue of awareness?*
- *What are some of the barriers to improving awareness?*

Information: information is available, but is it accessible, in the right language, format, place, time, etc.
- *Is there a need for better access to information, particularly in English?*
- *What are some of the barriers to increasing access to appropriate information?*

Training: training does exist, but is it the right content, language, location, etc.
- *Is there a need for better and/or more targeted training programs in English?*
- *What are some of the barriers to improving access to training?*

Programs: there are many different programs available, but are they available in English, accessible, pertinent, etc.
- *Is there a need for better and/or more targeted programs?*
- *What might some of these programs focus on?*
- *What are some of the barriers to improved programming?*

Services: there are a variety of different services that are known to assist individuals with enhancing their employability and starting or expanding a business:

    Entrepreneurship Orientation Sessions
    Workshops
    Conferences/Networking/Events
    Directories
    Access to capital
    Business & Artist Coaching (plans/financing/grant writing)
    Business Clinics (accounting/legal/taxes/)
    Business Consultation
    Mentorship Program
    Legal Information for Entrepreneurs
    Online support services
    Entrepreneurship Resource Library
    Internships
    French classes
    Information and referral, Job postings, Job search

- *Are these services lacking in your region?*
- *Are there others that might be added to the list?*
- *What are some of the barriers to effective service delivery?*

Networks: support networks are considered an important contributor to entrepreneurial success
- *What is the state of such networks in your region for the English-speaking community?*
- *What are some of the barriers to creating/maintaining networks?*

Collaboration: regions often lack institutions/organizations for the offer of programs/services
- *What are the collaborative needs with provincial institutions/organizations?*
- *What are the collaborative needs with regional Francophone institutions/organizations?*
- *What are some of the barriers to enhancing collaboration/partnerships?*

<u>Access</u>: programs and services may be available regionally and provincially, but accessible locally – distance, personnel, infrastructure, etc.

● *What are the needs regarding accessibility to programs and services?*

● *What are some of the barriers to accessibility?*

<u>Financing</u>: access to appropriate financing is often cited as a barrier for organizations

● *What are the needs regarding financing in your region?*

● *What are some of the barriers to financing?*

Specific clientele: youth, retired, returning to the work force, etc.

● *Are their particular needs for these (and other) clientele?*

<u>Other</u>: What might be other needs with regard to economic development services?

Success Stories

Do we have examples of success stories where members of the English-speaking community were able to take advantage of existing services/supports in order to start a business?

● *What were the key elements (services) of that success?*

Do we have examples of success stories where members of the English-speaking community were able to start a business despite a lack of services/support?

● *What were the key elements of that success?*

Do we have examples of success stories where English-speaking community organizations were able to take advantage of existing programs to support economic development activities?

● *What were the key elements (services) of that success?*

Possible responses

Given what we now understand about the needs of the English-speaking communities in the regions with regard to economic development, and some of the barriers they face, what might be some possible responses with regard to:

● Development – setting up the conditions for
   ○ Fostering an entrepreneurial culture
   ○ Support programs – for individuals & for organizations
   ○ Social enterprise
● Services – which ones and to whom?
● Modes of delivery – distance vs. face to face
● Collaboration – Networks, Partners, Agents/Institutions/Organizations
● Models – are there organizational models that would be desirable to emulate?

YES Services

Job Search
- Individual counseling and drop-in sessions
- Job Search Workshops:
  Orientation, Hidden Job Market, CV & Cover Letter Writing, Cold Calling and Interview , Self-Assessment, Goal Setting,
- Resource Centre – phone, fax, computers, photocopying, library
- Basic Business French
- CV and Cover Letter Translation
- Career Mentorship
- Career Exploration Nights
- Christmas/Summer Job Campaigns
- Community Outreach (Schools)
- Internship Program
- Career Testing
- Intensive Job Search Program
- Job Search focus groups
- Mock Interviews

Entrepreneurship
- Individual business coaching
- Entrepreneurship Program Orientation (Jump-start Session and Grants & Loans Information Session)
- Entrepreneurship Seminar Series: SYOB, Meet the Experts,
- Legal Information Clinic with McGill law students
- Annual Entrepreneurship Conference
- YES $1000 Awards : YES Entrepreneurship Contest
- Entrepreneurship Mentorship
- Montreal Entrepreneur's Guidebook
- Computer and Resource Centre
- Canadian Youth Business Foundation (CYBF) Loans
- YES Entrepreneurs Exchange
- Accounting Clinic
- Grants & Loans workshops
- Social Entrepreneurship workshops
- YES Entrepreneurs' Directory
- Online Services

Arts

- Individual Counseling – business and career
- Jump-start Your Art/Artists' Grants and Loans Information Session
- Self-employed Artists Workshops
- Business Skills for Creative Souls Annual Conference
- Business Skills for Creative Souls Handbook
- YES' $1000 Award – YES' Artistic Project Plan Contest
- Computer and Resource Library
- Making Your Way Handbook
- Arts Expo

List of Participants - Quebec Economic Planning Session

Community Representatives

Tim Foreman	Coordinator, Lachute Community Learning Centre
Debbie Horrocks	Community Liaison and Assistant Project Manager, Community Learning Centre Initiative
Grant Myers	Provincial Development Officer, Community Economic Development & Employability Corporation
Alexandre Veillette	Coordinator Nunavik Youth Employment Service, Kativik Regional Government
Jordan Bear	Business Service Officer, Cree Regional Authority
Ingrid Marini	Executive Director, Townshipper's Association
John Buck	Executive Director, Community Economic Development & Employability Corporation
Helena Burke	Executive Director, Council for Magdalen Islanders
Sharleen Sullivan	Executive Director, Neighbors Association of Rouyn Noranda
Cathy Brown	Executive Director, Committee for Anglophone Social Action
David Monty	Director, Dobson Lagassé Entrepreneurship Centre
Cornella Maurice	Executive Director, Coasters Association
Jean Sebastien	Executive Director, Voice of English-speaking Quebec
Francois Guillet	Coordinator, Quebec Labrador Foundation
Helen Menage	Intern, Quebec Labrador Foundation
Sylvia Martin-Laforge	Executive Director, Quebec Community Group Network

Government Representatives

Nicole Barsalou	Industry Canada
Beverley Caplan	Canadian Heritage
Stefan Albu	Canada Economic Development for Quebec Regions
Charles Taker	Office of the Commissioner of Official Languages

Youth Employment Services Representatives

Iris Unger	Executive Director
Mario Clarke	Regional Project Manager
Silvina Asurmendi	Entrepreneurship Program Director

Qu'anglo Communications & Consulting

Hugh Maynard	Facilitator
Johnnie Belinda Cluff	Facilitator

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E-Team

The name of the new committee: The E Team

Mission: To address the issues of economic development, education, employment and entrepreneurship, and support the work of the Youth Council.

Mandate:

i.   Carry forward a strategy to raise awareness of opportunity in the Eastern Townships in the areas of economic development, education, employment and entrepreneurship.

ii. Promote the development of training programs in fields where employment prospects are high in the Townships.

iii. Carry forward a strategy to encourage bilingualism among English-speaking youth and to reduce the drop-out rate.

Objectives: Per the 2007-2012 Operational Plan.

Targeted Result	Youth Action Plan: Year 3 (2009-2010)
Youth in the Townships ESC have a noticeable role in community development initiatives, and are more engaged in the economic, cultural and social life of the community.	**Youth engagement.** Update asset maps of youth and youth-related resources in the Townships, and continue to share this knowledge base with youth and their significant adults.
	Ensure that youth continue to be full partners in the community development action groups.
	Ensure that youth play a more active decision-making role in the Association, through the Youth Wing or by youth members of the board of directors.
	Carry out Townships Leaders of Tomorrow [now Young Townships Leaders] Awards to honour youth aged 15-35 with leadership qualities. Feature their stories on www.topportunity.ca, and promote them to the media.
	Carry out Young Townshippers Pen Pals Program through a partnership with the Eastern Townships School Board.
	Employment and education. Update and continue developing www.topportunity.ca.
	Carry forward the Make Way for YOUth initiative, encouraging young English-speaking graduates to establish careers in the Eastern Townships.
	Continue collaborating with the Dobson-Lagassé Entrepreneurship Centre by promoting the new-entrepreneurs network to new English-speaking entrepreneurs.
	Disseminate notices about Canada and Quebec government job openings in the Townships, and respond to inquiries about these positions.
	Planning. Refine youth plan of action for 2010-2011, based on 2009-2010 results.

Composition: The E Team shall consist of a minimum of three members, including at least one Board member, plus a staff person. If possible, members include persons who are knowledgeable in the spheres of economic development, education, employment and entrepreneurship.

Annex 8

EVALUATION- YES Quebec Economic Planning Session

Rating scale
is out of 5

Overall, how would you rate the sessions?						
Answer Options	Poor			Excellent	N/A	Rating Average
Summary of Regional Project	0	0	6	5	1	4.45
State of Economic Development	0	4	5	2	1	3.55
Results of Survey/interviews	0	4	7	1	0	3.67
Regional Communities Needs Assessment	0	3	6	3	0	4.00
Regional Communities Responses	0	3	7	1	0	3.82
Pilot Initiatives	0	2	6	2	1	4.00
Overall	0	1	7	3	0	4.18

Overall, how would you rate the sessions?						
Answer Options	Not very				Very	Rating Average
Relevant	0	0	1	3	8	4.58
Interesting	0	0	2	2	7	4.45
Practical	0	0	1	4	6	4.45

Please rate the organization of the day:

Answer Options	Poor				Excellent	Rating Average
Arrangements	0	0	2	3	7	4.42
Facilities	0	0	1	4	7	4.50
Format	0	0	1	4	7	4.50
Documentation	0	0	1	6	4	4.27
Facilitation	0	0	1	2	9	4.67
Overall	0	0	2	4	6	4.33

Comments

What were the most useful points of information/discussion/process? Please explain:

- "Activities underway already. Understanding needs."
- Coming up with potential pilot project ToT sharing a database on information relevant to YES
- Understanding what YES does and understanding the content.
- How we can each benefit from Yes's services on-line as well as duplication in the regions.
- Great to see excitement about partner cooperation-regional community response.
- The most useful part was the needs assessment: we identified the important needs with a lot of details.
- It was all useful- but the input from the group was the most useful.
- Learning about the services that are being offered by YES and looking at how we are going to work collaboratively to address ED issues within the regions.
- Sharing experiences and information- ideas about the needs in the communities and next steps for improving services to the rural communities.
- Getting a great understanding of what YES provides. Needs assessment workshop very interesting.
- Knowledge of available services offered by YES and capacity of bringing them to the regions.
- Finding out what needs are and the willingness of various partners to move things forward.

Were there any points of information/discussionprocess missing? Please explain:

- Discussion about the services that already exist in the regions.
- A formal introduction on each of the partners/organizations to better understand their mandate.
- No- great start.
- Nothing missing but it was hard to escape the impression that the discussion was going in 4 different directions at the same time.
- It could be interesting next time to discuss more about the available sources of funding.
- No- not really- it was a complete 2 day session.
- Listing of funding options and opportunities to help give us an idea of how we can support and sustain these initiatives.

Other comments:

- Not sure the regional project was completely summarized. Limited by quality of survey results. Did not identify specific pilots. Specific info (agenda etc) lacking or arrived late. Documentation was sparse and a bit weak on content.
- Absolutely wonderful initiative! Congratulations and I look forward to working more collaboratively with YES!