

**Summative Evaluation
of
Atlantic Canada Cultural and Economic
Partnership (ACCEP)**

Evaluation Services Directorate
Corporate Review Branch

June 2006

Table of Contents

Executive Summary	i
1. Introduction.....	1
1.1 Study Objective	1
1.2 Study Approach	1
1.3 Study Constraints.....	3
2. Program Profile.....	5
2.1 ACCEP Background and Objectives	5
2.2 ACCEP Management and Delivery	6
2.3 Distribution of ACCEP Projects	6
3. Relevance	9
3.1 Key Findings.....	9
3.1.1 Did ACCEP address actual cultural and economic needs articulated by the population of Atlantic Canada?	9
3.1.2 Was ACCEP consistent with the mandates and priorities of ACOA, PCH and the federal government as a whole?	13
3.2 Conclusions	14
4. Success/Impact	15
4.1 Key Findings.....	15
4.1.1 Did ACCEP attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?	15
4.1.2 What are the legacies of the ACCEP (positive or negative/ expected or unexpected) and will its accomplishments be sustainable?	19
4.1.3 What were the impacts on communities and the broader society of the celebration of an historical event? Did it (if so how) contribute to the development of the Francophone community in the Atlantic?	21
4.2 Conclusions	24
5. Cost Effectiveness/ Alternatives.....	27
5.1 Key Findings.....	27
5.1.1 Was the ACCEP a cost-effective tool to achieve its economic development and commemoration objectives?	27
5.1.2 Were there design or implementation issues that positively or negatively affected the ACCEP's success and did the Partnership achieve more than ACOA and PCH could have achieved on their own?	29
5.1.3 Are stakeholders satisfied with the way the Partnership was designed and delivered?.	30
5.1.4 Did ACCEP complement, duplicate and/or overlap other programs or initiatives?.....	35
5.2 Conclusions	36
6. Summary Conclusions, Recommendations and PCH's Management Response	37

Appendices.....40

Executive Summary

Study Objective

The objective of this study was to undertake an evaluation of the Atlantic Canada Cultural and Economic Partnership (ACCEP), a \$10 million, three-year, pan-Atlantic initiative created jointly, and funded on an equal basis, by the Department of Canadian Heritage (PCH) and the Atlantic Canada Opportunities Agency (ACOA). The ACCEP was created on January 28, 2002 and expired on March 31, 2005. The objectives of ACCEP were to (i) stimulate economic development in Atlantic Canada through culture, and (ii) celebrate the history and cultural diversity of Atlantic Canada, as evidenced by the commemoration of the 400th anniversary of l'Acadie in 2004.

Study Approach

The approach to undertaking the study involved four lines of enquiry: document review, interviews, survey, and case studies, providing both quantitative and qualitative information. Data collection was based on the evaluation issues and questions, and performance indicators given in the evaluation framework and set out in Appendix A. Data was collected in both English and French.

Study Constraints

The evaluation presented a considerable challenge given the parallel interests of the program in culture and economic development, the joint delivery by PCH and ACOA, and the distribution of the projects across Atlantic Canada and outside the region. To meet the challenge, a project team was assembled that combined direct experience of cultural organizations in the region with extensive economic analysis and evaluation know how and a bilingual capacity. The team also had a background of working with both PCH and ACOA and was sensitive to their differing mandates.

Study Results

Program Profile

ACCEP projects (76 in total) were well distributed throughout all regions of Atlantic Canada in terms of numbers, but in terms of ACCEP contributions, New Brunswick and Nova Scotia were the principal recipients. This is a result of the significant share of the Acadian population located in these two provinces, and the fact that some of the projects in the two provinces were regional and not just provincial in their coverage. It is also noted that while almost half the projects (34) were small (<\$50,000), the largest share of the contributions went to 23 projects over \$100,000.

Relevance

ACCEP was consistent with the mandates of ACOA, and PCH; ACOA from an economic development perspective and PCH from a cultural perspective. Both partners through their programs had been seeking to strengthen the cultural sector in Atlantic Canada for some time. ACCEP was a clear reflection of both PCH's responsibility for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians*, and ACOA's goal to improve the economy of Atlantic Canadian communities through the successful development of business and job opportunities.

The commitment of the federal government to ACCEP was highlighted in the respective announcements of the program by the Canadian Heritage and ACOA Ministers: "The festivities marking the 400th anniversary of the founding of l'Acadie will give Canadians the opportunity to celebrate our rich history and heritage"; and "Atlantic Canada's rich culture and heritage have the strong potential to be vehicles for economic development".

The interest in ACCEP, at least initially, came from the Acadian and Francophone leadership rather than the general population. Interest grew progressively in communities and became more manifest when the program was announced in August, 2002. In the absence of a prior needs assessment, however, the needs of cultural organizations applying to ACCEP were not well delineated, in particular those of smaller organizations whose need for administrative support was apparent in implementing projects.

Success/Impacts

The expected outcomes of ACCEP were to:

- foster partnerships and innovation collaboration among community stakeholders (community and cultural groups, economic development stakeholders and promoters) with a view to developing culture as a means of economic development;
- enhance existing activities and events in order to further develop and enrich them as vehicles of economic development and cultural tourism;

* PCH strategic objectives that existed in 2002 at the time of ACCEP.

- enhance projects that have the potential to maximize development in the cultural sector, particularly in regards to the official language minority;
- celebrate the coming of age of modern Canada through the commemoration of historical events.

The literature on social cohesion indicates that these types of impacts are difficult to discern. It is generally agreed that the more people are engaged in cultural activity at a practical level (as opposed to engaging as audiences), the more likely they are to participate actively in the democratic process. Another observation is that culture is an integral component of governance to improve citizens' quality of life.

As ACCEP was completed only in 2004, it is too early to determine the longer-term impact of the Acadian festivities in terms of economic growth and social cohesion. Also, very limited quantitative information was collected during ACCEP that would permit a thorough assessment of the impact. However, evidence is presented of examples of tourism benefiting from ACCEP projects, in particular in the case of the Village Historique acadien (VHA) and Le Congrès mondial acadien (CMA) projects in New Brunswick and Nova Scotia respectively. Among those who attended the CMA, 68% said that the event was very important in their decision to visit the province. Comments from tourism officials, and our review of available tourism data, as well as comments from case study interviews, indicate that, for ACCEP, the primary linkage between the culture and economic objectives was made through tourism.

Without ACCEP, many of the Acadian initiatives in tourist locations in small and medium urban and rural communities would not have occurred. For example, two tourist sites in New Brunswick with ACCEP projects reported an increase of 3.2% in tourism in 2004 over the previous year, while the number of visitors to eleven other major provincial tourist attractions at sites without ACCEP projects dropped by 8%. Tourist visits to all sites in New Brunswick dropped 9.3% in 2003 compared to 2002, further demonstrating the trend reversal of the ACCEP projects. Those interviewed in the Caraquet region made numerous comments that the ACCEP event "saved the season".

Many projects provided examples of benefits that would endure into the future. From the VHA study, for example, frequent comments were made that producing the event revealed talents and expertise in the cultural sector in Caraquet that would otherwise have not benefited the community. Overall, many reported that ACCEP events created a lot of pride, both pride of place, and of person. The evidence from the study indicates the Acadian celebrations have had a lasting impact on the communities involved in ACCEP and more broadly in the Atlantic Canada.

Cost-Effectiveness

ACCEP was seen as a unique program that did not duplicate or overlap with other federal or provincial initiatives. Several respondents felt that some projects could have been approved under ACOA and PCH regular programming, in fact some ACCEP projects did receive additional funding from ACOA, but recognized that the terms of support would have been narrower. It was also appreciated that many projects wouldn't have happened without ACCEP and the benefits wouldn't have been as important. The survey results from successful applicants also showed that for most applicants no other sources of funding would have been available had

ACCEP not been implemented. No respondent believed that provincial governments could or would have played the role ACCEP did.

The cost-effectiveness of ACCEP was viewed favourably by applicants. There were, however, a number of issues identified relating to delays in the application process, and complexities in the application and reporting stages:

- Lack of a dedicated ACCEP budget at PCH caused delays in the application process,
- Project selection tended to favour projects submitted by organizations with administrative capacity owing to the complexity of the application process, as perceived by applicants,
- Delays in the signing of Contribution Agreements caused some projects to lose partners and suffer some loss of quality in the projects, and
- Reporting requirements were considered onerous by some participants.

The capture of information on project performance was inhibited by the lack of a performance measurement strategy in a Results-based Management Accountability Framework (RMAF). Such a framework would have been warranted, given the emphasis in the federal government on results, and given the streamlining of reporting requirements in the new RMAF guidelines that could help in reducing the administrative burden on applicants.

Conclusions, Recommendations and PCH's Management Response*

The study revealed strong evidence that ACCEP filled a need in commemorating the 400th Acadian Anniversary, giving rise to a number of conclusions and recommendations designed to improve future collaboration between ACOA and PCH.

1. The partnership between ACOA and PCH was a successful approach to running ACCEP. It succeeded in highlighting the contribution of culture to economic growth in Atlantic Canada.

Recommendation: ACOA and PCH should build on the positive experience of jointly managing ACCEP to further improve the interdependence of culture and economic growth in Atlantic Canada.

Management Response: Management accepts the recommendation.

However, at this time there is no intention to set up a joint delivery program between ACOA and PCH, although collaborative relations will be maintained both provincially and at the regional level. In Newfoundland and Labrador, for example, the PCH provincial office and ACOA-NL are in the process of finalizing an agreement in principle to enhance opportunities for cooperation between the two departments in regard to cultural growth and culture's impact on the province's economy. This agreement in principle will have no monetary value and does not involve any joint functioning, but does provide an opportunity to collaborate on issues of common interest.

* Note: This section presents PCH's management response. For more information on ACOA's management response, please see <http://www.acoa.ca/e/library/evaluation/accep.shtml>

Implementation Schedule: Ongoing.

The agreement in principle between ACOA-NL and PCH will be signed before September 30, 2006.

2. The lack of an RMAF for ACCEP that would have created a common understanding of program objectives, an accountability framework, and a performance measurement strategy reduced the effectiveness of ACCEP program management.

Recommendation: Future partnership programs initiated by ACOA or PCH should have clear objectives from the outset and be implemented with an RMAF.

Management Response: Management accepts this recommendation.

At this time, there are no plans for future partnerships between ACOA and PCH. However, the report's observation is a just one. This recommendation should also be taken into account in other instances where it would be in the Department's interest to establish a formal partnership with another Department.

Implementation Schedule: None

3. ACCEP created a better appreciation of the cultural and economic contribution of Acadians historically, and indicated the potential for increased contributions in the future.

Recommendation: ACOA and PCH should look for opportunities where government support can enable the Acadian cultural sector to better contribute to the economy in Atlantic Canada.

Management Response: Management accepts this recommendation.

The ACOA provides financial support to the *Commission du tourisme acadien*, an organization that promotes Acadian cultural products in the four Atlantic Provinces. Moreover, the next World Acadian Congress will be held in the Acadian Peninsula region of New Brunswick in 2009. We foresee that there will be close cooperation between the two departments and with other federal and provincial partners to support this major event, which will have considerable cultural and economic spin-offs in the region.

PCH's regular programs in the fields of culture and official languages support the Acadian cultural sector. Arts and culture festivals, for example, are tourist attractions that benefit the economy as well as the region's cultural development.

Implementation Schedule: Meetings will be held between the community and potential federal partners in 2007-08 to discuss the support to be given to the next World Acadian Congress.

4. Closer collaboration with the provinces in promoting ACCEP could have improved publicity for the celebrations and increased tourism.

Recommendation: Provinces should be alerted early before a cultural program is launched by ACOA and PCH to allow possible alignment of tourism promotion to the program.

Management Response: Management accepts this recommendation.

It should be taken into consideration in the case of other major commemorative events that will be held in other parts of the country. Various mechanisms for consultations between federal and provincial partners have been set up with regard to culture, heritage and tourism.

Implementation Schedule: Ongoing

5. Weaknesses in management and administrative capacity of smaller cultural organizations were factors in reducing their involvement in ACCEP.

Recommendation: The cultural community should be consulted to determine what kind of assistance could be provided by ACOA and PCH to strengthen the management and administrative capacity of smaller cultural organizations.

Management Response: Management accepts this recommendation.

Although several small organizations nonetheless benefited from the Partnership, there was a tendency to support larger-scale projects. Small organizations also took advantage of PCH's regular programs and funding from other sources to organize activities to commemorate the 400th anniversary. These organizations continue to receive financial support from PCH and other federal and provincial partners.

Implementation Schedule: Ongoing

1. Introduction

1.1 Study Objective

The objective of this study was to undertake an evaluation of the Atlantic Canada Cultural and Economic Partnership (ACCEP), a jointly managed program by Canadian Heritage (PCH) and the Atlantic Canada Opportunities Agency (ACOA). The study focused on identifying the results achieved by the program and lessons learned for application to similar initiatives in the future. A profile of ACCEP is given in Chapter 2.

The evaluation contract was awarded to Hickling Arthurs Low (HAL) Corporation and was managed by the Evaluation Unit, Corporate Planning and Performance Management Directorate of ACOA, in collaboration with the Atlantic Regional Office of PCH, and the Evaluation Services Directorate of PCH. PCH and ACOA co-chaired the Evaluation Working Group that was responsible for the evaluation.

1.2 Study Approach

The approach to undertaking the study involved four lines of enquiry, providing both quantitative and qualitative information. Data collection was based on the evaluation issues and questions, and performance indicators given in the evaluation framework and set out in Appendix A. Data was collected in both English and French. The four methodologies used in the study were as follows:

Document and Literature Review: The review included project files and roll-up data, relevant government reports and policies, press releases, media reports, literature exploring linkages between government investment in culture, economic growth and social cohesion, and tourism data at the regional and local levels. A list of the documents reviewed is given in Appendix B, and a list of the ACCEP projects, including the amount requested from ACCEP, the total project budget, and the approved ACCEP contribution, is found in Appendix C.

Interviews: Over 35 interviews were conducted with representatives from the stakeholder groups, identified in the Terms of Reference for the study and listed below. The interviews were held in the language of choice of the interviewee, supported by an interview guide, and were usually undertaken over the telephone with some in-person interviews being done in Moncton and Ottawa. The successful ACCEP applicants who were interviewed were drawn largely from

projects selected for case studies in order to introduce some efficiencies into the data collection process.

Table 1-1: Stakeholder Groups Consulted

Interview Groups	Number of Interviews
PCH/ACOA senior management	5
Provincial government officials	4
Federal department	1
Successful applicants	12
Unsuccessful applicants	2
Société Nationale de l'Acadie	1
Provincial Francophone organizations	4
Provincial economic development organizations	4
Tourism officials	2
Mayors of municipalities	1
Total	35

Case Studies: Case studies of four projects were undertaken to explore the relevance, impacts and cost-effectiveness of ACCEP. The projects for study were selected, in consultation with the client, on the basis of the project file reviews. The intent was to obtain a range of projects based on considerations of project size and location, file data quality, and whether the project was new or enhanced, and sustainable or not (see below). Where possible, at least five individuals associated with each project selected for case study were interviewed. The case studies, which contain descriptions of the projects, were written up as stand alone documents and are attached as Appendix D.

Table 1-2: Case Study Projects

Project	Size	Region/ Scope	New or Enhanced Project*	Sustainable Project/ Partnership	File Data Quality
1. Amis du Village historique acadien	L	NB	Enhanced	Sustainable Project	High
2. Société Acadie Nouvelle Ecosse	L	NS	New	No	High
3. Société du musée d'archéologie et d'histoire de Montréal	M	National	Enhanced	No	Medium
4. Grand Bank Tourism Inc.	S	NL	Enhanced	No	High

Legend: L - \$250,000 +; M - \$50,000-\$250,000; S - \$50,000 or less.

* New projects are projects where a new organization was created to execute a new activity. Enhanced projects are projects where an existing organization was charged with the execution of a new or existing activity.

Survey: Two surveys were undertaken, one of all successful applicants, and one of all unsuccessful applicants. Bristol Group, a survey company in Moncton, ran both surveys on behalf of HAL. The purpose of the first survey was to obtain the views of successful applicants on the incrementality of ACCEP’s funding of projects, and their level of satisfaction with ACCEP’s delivery. The survey of unsuccessful applicants focused on whether their projects proceeded in the absence of ACCEP funding and on the application process. The surveys were by telephone with the names and contact information of survey representatives being supplied by the client. Some 119 individuals were contacted representing 71 successful applicants and 48 unsuccessful applicants. The response rate for both surveys was at least 50% (see below), a rate that provides considerable confidence in the results.

Table 1-3: Response to Surveys

	Survey Population	Survey Responses	Response Rates
Successful Applicant	71	39	54.9%
Unsuccessful Applicant	48	24	50.0%
Total	119	63	52.9%

The surveys were conducted in either English or French at the discretion of the respondent. In reporting the results for each survey question, the language of the person responding to the survey on behalf of the organization is noted. This information was collected by the survey company and is reported as an indication of the language likely prevalent in the organization. No weight was attached to whether the language used was English or French in analyzing the responses; the sum of the responses from both language groups was the figure used. In general, the responses to both surveys, successful applicants and unsuccessful applicants, were almost equally divided between English and French.

1.3 Study Constraints

The evaluation presented a considerable challenge given the parallel interests of the program in culture and economic development, the joint delivery by PCH and ACOA, and the distribution of the projects across Atlantic Canada and outside the region. To meet the challenge, a project team was assembled that combined direct experience of cultural organizations in the region with extensive economic analysis and evaluation know how and a bilingual capacity. The team also had a background of working with both PCH and ACOA and was sensitive to their differing mandates. The inclusion in the team of the Consortia Development Group of Moncton brought a depth of understanding of the cultural and social fabric of Atlantic Canada that added considerably to the team’s capabilities.

2. *Program Profile*

2.1 *ACCEP Background and Objectives*

ACCEP was a \$10 million, three-year, pan-Atlantic initiative created jointly, and funded on an equal basis, by the Department of Canadian Heritage and the Atlantic Canada Opportunities Agency. The ACCEP was created on January 28, 2002 and expired on March 31, 2005.

The Initiative sought to achieve two objectives:

- to stimulate economic development in Atlantic Canada through culture; and
- to celebrate the history and the cultural diversity of Atlantic Canada, as evidenced by the commemoration of the 400th anniversary of l'Acadie in 2004.

The expected outcomes of ACCEP were to:

- foster partnerships and innovation collaboration among community stakeholders (community and cultural groups, economic development stakeholders and promoters) with a view to developing culture as a means of economic development;
- enhance existing activities and events in order to further develop and enrich them as vehicles of economic development and cultural tourism;
- enhance projects that have the potential to maximize development in the cultural sector, particularly in regards to the official language minority;
- celebrate the coming of age of modern Canada through the commemoration of historical events.

The Initiative was designed to be consistent with the objectives of PCH's *Canada 2004-2008: 400 Years of Dialogue and Discovery*, a five year plan of the Communications and Public Affairs Directorate that commemorates the continuum of 2004 and 2008 historic anniversaries in Canada. It was also to be in line with ACOA's economic development objectives. In addition, project proposals were to comply with PCH's Official Languages Communities terms and conditions* as well as ACOA's general terms and conditions for non-commercial activities.

* Cooperation with the Community Sector, Official Languages, Canadian Heritage aims to support the involvement of community organizations, to reinforce their ability to make measurable gains in long-term community development, and to encourage innovation and excellence.

2.2 ACCEP Management and Delivery

PCH and ACOA jointly managed and delivered the Partnership through a Coordinating Committee comprised of representatives from both organizations. The co-chairs were responsible for preparing senior management reports on expenditures, recommending project financing, establishing priorities and producing evaluation reports on the Initiative. The Committee's co-chairs also liaised with key stakeholders.

Key stakeholders included Program recipients, provincial governments, la Société nationale de l'Acadie (SNA), the four Atlantic provincial Francophone organizations, the four provincial economic development organizations, other federal partners, and community groups.

The Partnership made funding available to not-for-profit and non-commercial proponents, including youth, community and cultural groups. Funding was available for projects that met the following criteria:

- Contribute to economic and cultural development in Atlantic Canada;
- Be project-based and non-commercial in nature;
- Indicate the proponent's desire and plan for sustained development;
- Favour the creation of partnerships between community and other organizations or reinforce existing relationships to meet the objectives of the Partnership;
- Present a well-formulated action plan based on results that describe the activities to be undertaken to achieve the expected results;
- Respect the usual criteria relating to environmental assessment;
- Show that the proponent has sought out diversified sources of funding; and
- Be consistent with the vision and objectives of the Partnership.

2.3 Distribution of ACCEP Projects

The following map of Atlantic Canada and tables show the distribution of ACCEP funded projects by region, by size, by year, and by type of project. It is evident from the map that ACCEP projects were well distributed throughout all regions in terms of numbers, but in terms of ACCEP contributions, New Brunswick and Nova Scotia were the principal recipients (Table 2-1). This is not surprising given the significant share of the Acadian population that resides in these two provinces. It is also noted that some of the projects in the two provinces were regional and not just provincial in their coverage.

While almost half the projects (34) were small (<\$50,000), the largest share of the contributions went to 23 projects over \$100,000 (Table 2-2). Other points are that almost half the ACCEP contributions were awarded in the first year of operation, 2002-03 (Table 2-3), and that most projects were enhanced rather than new (Table 2-4).

Figure 2-1: Distribution of ACCEP Projects



Table 2-1: ACCEP Contribution by Region

Province	# of Contributions	Contributions	% of Contributions
New Brunswick	23	\$4,715,304	47.2%
Newfoundland	20	\$719,385	7.2%
Nova Scotia	16	\$2,864,105	28.6%
Prince Edward Island	9	\$379,900	3.8%
National	8	\$1,321,306	13.2%
Total	76	\$10,000,000	100%

The distribution of the Francophone population in Atlantic Canada in proportion to the total population of each province[†] is as follows: New Brunswick (33.2%), Newfoundland (0.4%), Nova Scotia (4.0%), Prince Edward Island (4.3%) with an average over the region of 12.4%. These figures are indicative of the distribution of the Acadian population in Atlantic Canada (no data was available to us on the Acadian population). Given this distribution, it is to be expected that New Brunswick would have the highest number of ACCEP projects followed by Nova Scotia. The lower proportion of projects in Prince Edward Island compared to the percentage of Acadians/Francophones in the provincial population is perhaps a function of the much smaller

[†] Population by mother tongue in Atlantic Canada, 1996 census of Canada

absolute Francophone population (5,722) in the province compared to 36,311 in Nova Scotia and 242,408 in New Brunswick.

Table 2-2: ACCEP Contribution by Size

Province	Project Value		
	0 – \$49,999	\$50,000– \$99,999	\$100,000 +
New Brunswick	5	5	13
Newfoundland	16	3	1
Nova Scotia	6	4	6
Prince Edward Island	6	3	0
National	1	4	3
Total Projects	34	19	23
Total Project Value	\$954,684	\$ 1,404,583	\$7,640,733

Table 2-3: ACCEP Contribution by Year

1. Excludes expression of interest letters that were excluded.

Year	# of Applications ¹	# of Contributions ²	Contributions (\$)
2002-03	22	11	\$4,417,000
2003-04	104	55	\$4,976,000
2004-05	16	10	\$607,000
Total	142	76	\$10,000,000

2. Includes the Atlantic Wave project that was funded by ACCEP but not through the normal process.

Table 2-4: ACCEP Contribution by Type of Project[‡]

Type	Nat.	NB	NF	NS	PE	Total
New Project	0	2	1	2	0	5
Enhanced Project	6	21	19	12	9	67
Total	6	23	20	14	9	72

[‡] The total for New and Enhanced projects does not add up to the total number of projects because four (4) projects did not identify if the funded organization was new or previously existed.

3. *Relevance*

3.1 *Key Findings*

3.1.1 *Did ACCEP address actual cultural and economic needs articulated by the population of Atlantic Canada?*

3.1.1.1 *Evidence of interest in such an initiative from the Francophone and general population*

Based on the interviews with all stakeholder groups, there is strong evidence that considerable interest existed in the concept of an Acadian celebration, and in the ACCEP initiative. The source of this interest began in 1994 with the first Congrès Mondial Acadien. Interest grew in intensity with the 2nd Congrès in 1999 (Louisiana) and with the Sommet de la Francophonie that same year (Moncton). PCH began to see the intent of cultural sector organizations to celebrate the 400th anniversary in their strategic plans beginning in 1998.

However, one case study revealed that the interest, at least initially, came from the Acadian and Francophone leadership rather than the general population. Interest grew progressively in communities and became more manifest when the program was announced in August, 2002. For example, the ACCEP project in Grand Banks, Newfoundland, was launched largely because an ACOA representative made the community aware of ACCEP and encouraged local authorities to submit an application.

A few respondents suggested that some groups had excellent ideas for projects, but could not show an economic benefit. It was, however, the role of ACCEP to support cultural projects that would have an economic impact, thus respecting the mandates of the two departments. In the absence of a prior needs assessment, the needs of cultural organizations applying to ACCEP were not well delineated, in particular those of smaller organizations whose need for administrative support was apparent in implementing projects.

Survey results among both successful and unsuccessful applicants provide convincing evidence that Acadians, Francophones and the general population had a marked interest in celebrating their cultural diversity when ACCEP was launched in 2002, and almost unanimously saw a need for the program.

Table 3-1: Successful Applicants on Interest of General Population in ACCEP

Q1: In your opinion, did Acadians, Francophones and the general population have a marked interest in celebrating their cultural diversity back when ACCEP was launched in 2002?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
Yes	35	90%	15	83%	20	95%
No	1	3%	0	0%	1	5%
Don't Know/ Not Sure (VOL)	3	8%	3	17%	0	0%

Q2: Was there a need for a program like ACCEP?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
Yes	38	97%	18	100%	20	95%
No	1	3%	0	0%	1	5%
Don't Know/Not Sure (VOL)	0	0%	0	0%	0	0%

Table 3-2: Unsuccessful Applicants on Interest of General Population in ACCEP

Q1: In your opinion, did Acadians, Francophones and the general population have a marked interest in celebrating their cultural diversity back when ACCEP was launched in 2002?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	24	100%	8	100%	16	100%
Yes	21	88%	7	88%	14	88%
No	2	8%	1	13%	1	6%
Don't Know/ Not Sure (VOL)	1	4%	0	0%	1	6%

Q2: Was there a need for a program like ACCEP?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	24	100%	8	100%	16	100%
Yes	23	96%	8	100%	15	94%
No	0	0%	0	0%	0	0%
Don't Know/ Not Sure (VOL)	1	4%	0	0%	1	6%

3.1.1.2 Number of funding requests

The expected number of funding requests (source: ACCEP Business Plan 2002) considerably exceeded the actual number. This shortfall may be attributed to the difficulty of the application process including the requirement that proposals show economic benefits in addition to cultural benefits. The application process is addressed more fully in Chapter 5.

Table 3-3: Number of Funding Requests

Year	Expected Number of Requests	Actual Number of Requests
2002-2003	75	22
2003-2004	150	104
2004-2005	100	16
Total	325	142

3.1.1.3 Level of project incrementality

Evidence from the interviews, in particular with two projects, Congrès mondial acadien (CMA), and Araignées des bouis bouis, suggests that some projects would have happened without ACCEP, but, with lower funding levels, the impacts would not have been as significant (fewer attendees) and the risks would have been higher (fewer partners). The Société du musée d'archéologie et d'histoire de Montréal (SMAHM) case study showed this as well.

The survey indicated that 83% of successful applicants considered ACCEP to be very important or important to them. The survey also showed that 44% of the projects would not have proceeded without ACCEP funding, and a further 23% would only have proceeded in part. Similarly, almost half of the unsuccessful applicants said their projects did not go ahead as a result of not receiving ACCEP funding. Those in the latter group that did proceed obtained funding from other sources (Chapter 5 notes that these other sources did not duplicate ACCEP).

Table 3-4: Successful Applicants on Importance of ACCEP Funding

Q3: How important was ACCEP funding to your project ?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
1 - Not Important At All	1	3%	0	0%	1	5%
2	2	5%	1	6%	1	5%
3	3	8%	1	6%	2	10%
4	8	21%	4	22%	4	19%
5 - Very Important	24	62%	11	61%	13	62%
Don't Know/ Not Sure (VOL)	1	3%	1	6%	0	0%

Q4: Do you think your project, or part of your project, would have gone ahead without ACCEP funding?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
The project would not have proceeded	17	44%	7	39%	10	48%
The project would have proceeded as planned	5	13%	4	22%	1	5%
The project would have proceeded but with a delay	2	5%	1	6%	1	5%
The project would have proceeded but only in part	9	23%	4	22%	5	24%
The project would have proceeded only in part and with a delay	6	15%	2	11%	4	19%

Table 3-5: Unsuccessful Applicants on Importance of ACCEP Funding

Q3: Did your project, or part of your project, go ahead without ACCEP funding?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	24	100%	8	100%	16	100%
The project did not proceed	11	46%	5	63%	6	38%
The project proceeded as planned	5	21%	2	25%	3	19%
The project proceeded but with a delay	1	4%	0	0%	1	6%
The project proceeded but only in part	4	17%	0	0%	4	25%
The project proceeded only in part and with a delay	3	13%	1	13%	2	13%

Q4(a): Did your project secure funding from other sources?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	24	100%	8	100%	16	100%
Yes	12	50%	3	38%	9	56%
No	12	50%	5	63%	7	44%
Don't Know/Not Sure (VOL)	0	0%	0	0%	0	0%

3.1.2 Was ACCEP consistent with the mandates and priorities of ACOA, PCH and the federal government as a whole?

3.1.2.1 Evidence of alignment between ACCEP and current ACOA, PCH and Federal government priorities

Interviewees considered ACCEP to be consistent with the mandates of ACOA, and PCH; ACOA from an economic development perspective and PCH from a cultural perspective. Both partners through their programs had been seeking to strengthen the cultural sector in Atlantic Canada for some time. ACCEP was a clear reflection of PCH's responsibility for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians*, and ACOA's goal to improve the economy of Atlantic Canadian communities through the successful development of business and job opportunities. Since 1995, ACOA has invested over \$20 million in the cultural sector.

The commitment of the federal government to the initiative is evident from the statements of the two Ministers announcing ACCEP in August, 2002. The Minister of Canadian Heritage said: "The festivities marking the 400th anniversary of the founding of l'Acadie will give Canadians the opportunity to celebrate our rich history and heritage. They will also help bring to mind the spirit of adventure that guided our ancestors and that continues to inspire us." The Minister for ACOA said: "Atlantic Canada's rich culture and heritage have the strong potential to be vehicles for economic development. That is why ACOA has been involved in promoting cultural industries since its inception 15 years ago."

3.1.2.2 Evidence that provincial governments in the Atlantic region could not or would not have played the role undertaken by the federal government

No respondent believed that provincial governments could or would have played the role ACCEP did because of resource constraints. Several respondents felt that some projects could have been approved under ACOA and PCH regular programming, but if they had these respondents also believed the benefits would not have been as important.

It must be noted that ACCEP was first and foremost a partnership between two organizations of the Government of Canada. Several ACOA and PCH respondents acknowledged that provinces could have been formally consulted earlier in the ACCEP process, but considered that provinces were made aware of the initiative through other mechanisms, for example regional offices, and project participants. Although not parties to the partnership, provincial governments did support the 400th anniversary celebrations.

Before granting money to any projects, however, provinces wanted to know that ACCEP was moving ahead. One provincial official said that provinces would have contributed less if ACCEP had not existed. Two other provincial officials commented that they were in a reactive mode,

* PCH strategic objectives that existed in 2002 at the time of ACCEP.

inferring that they might have been more proactive within the provincial government had they been part of ACCEP's design and delivery. But that doesn't necessarily mean more dollars would have been granted. Certainly, tourism departments indicated that more publicity could have been afforded to the celebrations in provincial tourist publications if these departments had had the information regarding ACCEP at an early stage.

All interviewees reported that results were incremental, the project simply would not have occurred, or if it had occurred it would have been scaled down significantly. In the Village historique Acadien (VHA) case study and for numerous other projects, the ACCEP funding was described as the trigger that provided access to further provincial funds.

3.2 *Conclusions*

The interest in ACCEP, at least initially, came from the Acadian and Francophone leadership rather than the general population. Interest grew progressively in communities and became more manifest when the program was announced in August, 2002. ACCEP was consistent with the mandates of ACOA, and PCH; ACOA from an economic development perspective and PCH from a cultural perspective. Both partners through their programs had been seeking to strengthen the cultural sector in Atlantic Canada for some time. The lack of a prior needs assessment, however, limits an assessment of whether the needs of communities were fully met by ACCEP.

ACCEP was a clear reflection of PCH's responsibility for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians, and ACOA's goal to improve the economy of Atlantic Canadian communities.

If provincial governments had been informed at an earlier stage, they could have added to ACCEP's publicity but would not likely have contributed more funding.

4. *Success/Impact*

4.1 *Key Findings*

4.1.1 *Did ACCEP attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?*

4.1.1.1 *Understanding the role of cultural investments in fostering economic development and social cohesion*

Since the ACCEP was developed on the accepted understanding of the Acadian and Francophone leadership in Atlantic Canada (see Chapter 3) that the 400th anniversary should be celebrated and on the premise that government investments in culture lead to economic growth and social cohesion, ACOA and PCH did not carry out a formal needs assessment study before launching ACCEP in 2002. This premise is expressed as follows in the “whereas” section (paragraph 3) of the Memorandum of Agreement: “Whereas the Government of Canada has recognized culture as a means of supporting and promoting heritage and economic values in a social cohesion context.” To understand the role that cultural investments have played in creating societal benefits in the form of economic growth and social cohesion, the evaluation team reviewed selected literature on the subject (see Appendix B).

There is increasing interest among researchers about the role of culture in fostering social cohesion, a concept that has been defined as “The capacity to live together in harmony with a sense of mutual commitment among citizens of different social or economic circumstances.”^{*} There are, however, many hypotheses, ideas and assertions on the topic. One of the assertions in the literature on the impact of cultural investments is that culture is a venue for democratic inclusiveness and civic participation. The thesis is that the more people are engaged in cultural activity at a practical level (as opposed to engaging as audiences), the more likely they are to participate actively in the democratic process, creating the social cohesion defined above[†].

^{*} Senate of Canada definition, based on a review of comment elements of various national definitions, CIRCLE/CCRN, 2000, p.3.

[†] Ruiz, Jordi Pascual, Culture, Connectedness, and Social Cohesion in Spain, Canadian Journal of Communication, Vol 27 (2002) p. 167

Social cohesion, according to this literature, can be seen as an outcome of investments in social and cultural programs and in social capital. This view allocates central roles to social and cultural programs and policies in the process of maintaining the fabric of our society, such that culture becomes an integral component of governance to improve citizens' quality of life.

A growing number of analysts are now reassessing basic perspectives on fostering economic development and what constitutes economic success, and there is now a broad discussion of the dependence of economic growth on investments in healthy social relations – the agenda of economic development now includes issues of social well-being and cultural policy. But measuring the full economic impacts of cultural investment can also be challenging for researchers. What is needed as a base for analysis is comprehensive performance data which, unfortunately, was not available for the ACCEP projects.

The case studies (Appendix D) do, however, provide examples of economic benefits arising from the ACCEP events. The study on Les défricheurs d'eau notes that an estimated 30 jobs were created of between 12 and 20 weeks duration in both 2004 and 2005. Positions created included ticket agents, ushers, and lighting technicians. Because the show ends at 11pm, it was attributed with generating additional overnight stays in Caraquet. The Department of Tourism and Parks of New Brunswick assessed the economic impact of the event through the tourists attracted to the region. Those consulted in this case study who were also involved in other projects echoed this assessment that the primary economic contributions of ACCEP were from its impact on tourism.

One such researcher[‡] alleges, for example that “consumption of domestic cultural products generates important and heretofore unrecognized externalities (benefits or costs imposed on third parties)”. There are at least four types of such spillovers, for example, cross-product externalities where the consumption of one domestic cultural product (e.g., visiting a heritage site) raises the value of the consumption of other domestic cultural products (e.g., reading a historical novel set at that site). The author suggests that “Where there are significant externalities, there is a good case to be made for government intervention.” Similarly, many of the claims for broader economic effects rely on the idea of cultural investments as attractors of talent. There is some support for this, notably in the work of Richard Florida[§] and other economic geographers^{**}. In section 4.1.2.1, a number of examples are given from the study of third party benefits ensuing from the ACCEP activities.

The Conference Board of Canada, PCH, ACOA, Statistics Canada, New England Foundation for the Arts, and Ryerson University have used different models to understand the economic impacts of culture. The evidence suggests that the cultural economy is growing and at a generally faster rate than the rest of the economy. Long term demographic trends, increasing longevity, a more

[‡] Dayton-Johnson, Jeff. “What's Different about Cultural Products? An Economic Framework”. Prepared for Department of Canadian Heritage. 2000.

[§] Florida, Richard. “Revenge of the Squelchers. The Great Creative Class Debate,” <http://www.creativeclass.org/>. 2004.

^{**} See Appendix B

highly-educated population and rising disposable incomes (in some cases), suggest that these trends will continue^{††}.

4.1.1.2 Evidence that ACCEP investments have led to sustained economic growth and social cohesion.

As ACCEP was completed only in 2004, it is too early to determine the longer-term impact of the Acadian festivities in terms of economic growth and social cohesion. Also, very limited quantitative information was collected by the projects during ACCEP that would permit a thorough assessment of the impact. What we present is largely anecdotal evidence gained from document reviews, interviews and the surveys. The impact on the economy is addressed in this section and the next, and the impact on social cohesion is discussed in Section 4.1.3.

ACCEP faced a considerable challenge in making an impact in these areas, given its limited budget and the dispersed community it was trying to serve. From the consultations, it was apparent that the cultural sector in Atlantic Canada has limited resources, and is characterized by seasonal employment, dependent on fragmented, smaller organizations often in smaller communities. Comments from tourism officials, and our review of available tourism data, as well as comments from case study interviews, indicate that, for ACCEP, the primary linkage between the culture and economic objectives was made through tourism.

The tourism development strategy of the Department of Tourism and Parks of New Brunswick, for example, was to develop tourism product packages that built on the attractiveness of Acadian culture at numerous geographically dispersed locations throughout Atlantic Canada, and to interest tourists in staying an extra day after attending an Acadian event, a so-called “intercept strategy”, a term used to describe an approach to extending the stay of motoring tourists by offering multiple attractions.

Without ACCEP, as noted in Chapter 3, many of the Acadian initiatives in tourist locations in small and medium urban and rural communities would not have occurred. For example, two tourist sites in New Brunswick with ACCEP projects reported an increase of 3.2% in tourism in 2004 over the previous year, while the number of visitors to eleven other major provincial tourist attractions at sites without ACCEP projects dropped by 8%. Tourist visits to all sites in New Brunswick dropped 9.3% in 2003 compared to 2002, further demonstrating the trend reversal of the ACCEP projects. Those interviewed in the Caraquet region made numerous comments that the ACCEP event “saved the season”.

Overall, tourism in Atlantic Canada declined from 5.56 million visitors in 2003 to 5.43 million visitors in 2004 (information supplied to us by Tourism Atlantic). The only provinces to show an increase in this period were Nova Scotia and Newfoundland. In the case of Nova Scotia, the

^{††} Oakley, Kate. Developing the Evidence Base for Support of Cultural and Creative Industries in South East England. South East England Cultural Consortium. March 2004 (this British reference is noted because it supports the other Canadian material we reviewed which points to the economic impact of cultural activities increasing in most parts of the world).

2004 Nova Scotia Visitor Exit Study indicates that the most heavily attended events were Tall Ships 2004 and the Congrès Mondial Acadien (CMA). Among those who attended the CMA, 68% said that the event was very important in their decision to visit the province (the highest percentage among five listed events in 2004), indicating that CMA played a major role in the increase in tourism in that province in 2004.

4.1.1.3 Increased cultural tourism revenue and jobs

No overall figures on the impact of ACCEP on revenues and jobs generated through tourism and the projects themselves are available (as noted, ACCEP projects did not supply these figures). Most interviewees reported that primarily seasonal employment positions as well as numerous volunteer positions were created from their projects.

New production and management competencies were reported by those organizations involved in case studies, producing both large and small cultural events, that continue to benefit participants in new programming. New skills reported included producing major events and incorporating multi-media and other advanced technology tools into exhibits events. Several key informants believe that the jobs created were mostly seasonal, as noted, and in the cultural tourism sector. In other words, ACCEP helped create short-term opportunities in the cultural sector (mostly artists, technicians). Some mentioned positive impacts in the hospitality industry.

Examples of revenues and jobs created in the projects examined as case studies are as follows:

Case Study (Grand Bank Theatre)

Attendance at the shows increased by 143% from 2003. Box office sales increased from \$17,415 in 2003 to \$38,891 in 2004, an increase of 123%, which was well above the anticipated 30%. The festival provided full-time seasonal employment to 19 people (up from about 8 the year before). Other economic activities directly attributable to the project included; printing 6000 bilingual brochures in St John's, advertising through various media outlets, producing highway signage, purchasing of supplies for the play, catering to the dinner theatre.

Case Study (Congrès mondial acadien)

Approximately 310,000 people participated in the Congress and its peripheral activities, which is about 19% more than the set goal. According to Nova Scotia's Department of Tourism, Culture and Heritage, the tourism sector saw an increase of about 5% during the 2004 season (see Section 4.1.1.2). According to one respondent, during the Congress, about 150 people worked directly on organizing events in Nova Scotia. This is in addition to 150 to 200 more who were working on various productions staged during the Congress.

Case Study (Village Historique Acadien)

An estimated 30 jobs were created of between 12 and 20 weeks duration in both 2004 and 2005 as a result of ACCEP. Revenues at the event of \$196,000 exceeded the planned revenue of \$104,000. Positions created included ticket agents, ushers, and lighting technicians. Because the show ended at 11pm, it was attributed with generating additional overnight stays in Caraquet.

The Department of Tourism and Parks of New Brunswick assessed the economic impact of the event through the tourists attracted to the region. Those consulted in this case study who were also involved in other projects emphasized the point made earlier that the primary economic contributions of ACCEP were from its impact on tourism.

The survey results echo the above comments showing a considerable impact on the economy from tourism but a lesser impact on jobs.

Table 4-1: Successful Applicants on Economic Impacts

Q8: For each of the following, please use a 5 point scale where 1 is 'No Impact' and 5 is 'Significant Impact'. In your opinion, what impacts did your project have in terms of:

		Total		Language			
		N	%	English		French	
				N	%	N	%
Total (N)		39	100%	18	100%	21	100%
Q8(f): Increase in tourism.	1 - No impact	1	3%	1	6%	0	0%
	2	2	5%	2	11%	0	0%
	3	9	23%	4	22%	5	24%
	4	13	33%	4	22%	9	43%
	5 - Significant impact	9	23%	5	28%	4	19%
	Don't Know/ Not Sure (VOL)	5	13%	2	11%	3	14%
Q8(g): Increase in jobs.	1 - No impact	5	13%	3	17%	2	10%
	2	6	15%	2	11%	4	19%
	3	15	38%	9	50%	6	29%
	4	6	15%	2	11%	4	19%
	5 - Significant impact	3	8%	1	6%	2	10%
	Don't Know/ Not Sure (VOL)	4	10%	1	6%	3	14%

4.1.2 What are the legacies of the ACCEP (positive or negative/ expected or unexpected) and will its accomplishments be sustainable?

4.1.2.1 Evidence of legacies and sustainability

In describing what will be remembered from the 2004 celebrations, key informants used words such as “sense of pride,” “hope,” “collective confidence,” “bonding between individuals and communities,” “greater awareness of the Acadian culture,” and “break with isolation”.

Many projects provided examples of benefits that would endure into the future. From the VHA study, for example, frequent comments were made that producing the event revealed talents and expertise in the cultural sector in Caraquet that would not otherwise have benefited the community. One volunteer actor started studying theatre as a direct result of her experience as an extra, and one local playwright now conceives and builds his stage sets with the knowledge that skilled metal workers are in the area.

Perhaps, more importantly, by collaborating with high calibre artists from outside the community, local organizations came to realize that in fact they could produce an event of some magnitude, an achievement that they could not have imagined otherwise. Several reported that competencies gained through the experience have improved and continue to benefit their organizations.

From the Société du musée d'archéologie et d'histoire de Montréal (SMAHM) case study, all consulted emphasized the importance of the project in initiating partnerships that would not have occurred otherwise and that are continuing. Curators worked with colleagues in Nantes (France), Halifax, Moncton, and St. Croix in the US to obtain artefacts for the exhibit. The Château de Nantes was an equal partner in preparing both the mobile exhibit and the publication (France/Nouvelle-France 2004-2008); one estimate is that over \$400,000 was contributed for these purposes.

The positive results of the partnerships were attributed to a high commitment to the purpose of the project, and, because of the success, ongoing collaborations continue, most notably the publication. SMAHM also reported, as a result of the ACCEP project, a continuing awareness of the Acadian culture that informs its future programming. For example, in 2005, two colloquia sponsored by SMAHM had an Acadian theme. Pier 21, which was the site for an exhibit prepared by SMAHM on the Acadians that was funded by ACCEP, has recently received \$1.5 million to support its new vision and ten-year plan, and is consulting SMAHM on possible approaches.

As noted in the case study on the Grand Bank Theatre, the play has an excellent chance of continuing well into the future. Comments of those involved suggest that the play helped diminish prejudice against Francophones in the region, and the play helped to increase company professionalism.

The CMA, as described in another case study, has left a tangible legacy including new French service legislation in Nova Scotia, a French translation of a portion of the web-site of the Nova Scotia Tourism Department, and community and highway signage. Intangible benefits that continue were also identified such as pride, visibility and the self-esteem of the Acadian community, and better collaboration between Francophone and Anglophone communities.

The legacies of ACCEP can be seen as well in the fact that, according to the survey results, 64% of successful applicants said their projects continued after ACCEP, and 100% of those applicants said they expected the projects to continue into the future, that is beyond 2005.

Table 4-2: Successful Applicants on Sustainability of Projects

Q9(a): Has your project continued after the ACCEP funding?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
Yes	25	64%	15	83%	10	48%
No	12	31%	3	17%	9	43%
Don't Know/ Not Sure (VOL)	2	5%	0	0%	2	10%

Q9(b): Do you expect it will also continue into the future?

*****SUBPOPULATION: Respondents who said "Yes" to Q9(a)**

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	25	100%	15	100%	10	100%
Yes	25	100%	15	100%	10	100%
No	0	0%	0	0%	0	0%

4.1.3 What were the impacts on communities and the broader society of the celebration of an historical event? Did it (if so how) contribute to the development of the Francophone community in the Atlantic?

4.1.3.1 Evidence of impacts on the Francophone and broader Atlantic community?

The evidence from our data collection indicates a lasting social and cultural impact of the Acadian celebrations on the communities involved in ACCEP and more broadly in Atlantic Canada. The quotations below from the 400e Newsletter published by the Société nationale de l'Acadie (SNA) are comments by individuals in the Atlantic provinces on the celebrations and are illustrative of the community impacts we observed:

“partnerships are born” (PEI)

“All of our Acadian communities worked together as a team” (NS)

“...expression of pride in our culture and language reached levels never before seen” (NS)

“All over the province, people became more sensitized and better informed not only on the history of Acadians, but also on our present situation” (NS)

“an entire people arose to speak, sing, dance and celebrate” (NB)

“The participation of the Anglophone community was especially touching” (NL)

“Today, the 35 communities that took part in celebrations, the provincial government and all citizens recognize the essential role that the Francophone and Acadian community plays in the province. Furthermore, they realize our community played an integral role in this year’s

festivities – festivities that made possible this boost to rural development, value-added culture and renewed pride” (NL)

Overall, many reported that ACCEP events created considerable pride, both pride of place, and of person. This was evident in the number of Acadian flags, and decorations that weren't in evidence before. Many felt that building on the momentum from the Francophone Summit a few years ago, ACCEP had created a change in the willingness of residents to display an Acadian identity. For example, it was reported in interviews that individuals in Prince County had been shy and somewhat fearful to admit to being Acadian, because of a history of conflicts over their language and culture, but the celebrations saw many holding up Acadian flags. In the city of Summerside, there are today few French speaking peoples, but assimilated Acadians in fact account for about one third of the population, judging by last names. « Acadian day » had over 8,000 participants, and, at the request of the city, « Acadian week » was created in 2005.

The survey results below point to a high impact of ACCEP on Francophone relationships, except for relationships between Aboriginals and Francophone groups (only 21% considered this relationship to have been significantly affected).

Table 4-3: Successful Applicants on Impact on Relationships and Attendance at Projects

Q8: For each of the following, please use a 5 point scale where 1 is 'No Impact' and 5 is 'Significant Impact'. In your opinion, what impacts did your project have in terms of:

		Total		Language			
		N	%	English		French	
				N	%	N	%
Total (N)		39	100%	18	100%	21	100%
Q8(a): Bringing together a diverse group of individuals.	1 No impact	0	0%	0	0%	0	0%
	2	1	3%	0	0%	1	5%
	3	7	18%	3	17%	4	19%
	4	13	33%	6	33%	7	33%
	5 - Significant impact	16	41%	9	50%	7	33%
	Don't Know/ Not Sure (VOL)	2	5%	0	0%	2	10%
Q8(b): Increasing the partnerships between Aboriginal and Francophone groups.	1 - No impact	18	46%	7	39%	11	52%
	2	4	10%	3	17%	1	5%
	3	6	15%	3	17%	3	14%
	4	5	13%	1	6%	4	19%
	5 - Significant impact	3	8%	3	17%	0	0%
	Don't Know/ Not Sure (VOL)	3	8%	1	6%	2	10%
Q8(c): Increasing the partnerships between Anglophone and Francophone groups.	1 - No impact	4	10%	0	0%	4	19%
	2	3	8%	0	0%	3	14%
	3	6	15%	3	17%	3	14%
	4	16	41%	9	50%	7	33%
	5 - Significant impact	8	21%	6	33%	2	10%
	Don't Know/ Not Sure (VOL)	2	5%	0	0%	2	10%
Q8(d): Helping celebrate the history and cultural diversity of Atlantic Canada.	1 - No impact	1	3%	0	0%	1	5%
	2	0	0%	0	0%	0	0%
	3	0	0%	0	0%	0	0%
	4	10	26%	3	17%	7	33%
	5 - Significant impact	26	67%	15	83%	11	52%
	Don't Know/ Not Sure (VOL)	2	5%	0	0%	2	10%
Q8(e): Contribute to the development of the Francophone community.	1 - No impact	1	3%	1	6%	0	0%
	2	3	8%	3	17%	0	0%
	3	4	10%	2	11%	2	10%
	4	15	38%	6	33%	9	43%
	5 - Significant impact	12	31%	4	22%	8	38%
	Don't Know/ Not Sure (VOL)	4	10%	2	11%	2	10%

Q7(a): If your project, or part of your project, was an event, to the best of your knowledge, what group primarily attended the event?

		Total		Language			
		N	%	English		French	
				N	%	N	%
Total (N)		39	100%	18	100%	21	100%
Q7(a-1): Locals or tourists?	Locals	20	51%	11	61%	9	43%
	Tourists	7	18%	3	17%	4	19%
	Both groups equally (VOL)	7	18%	3	17%	4	19%
	The project was not, or did not include an event	4	10%	1	6%	3	14%
	Don't Know/ Not Sure	1	3%	0	0%	1	5%
***Total (N)		34	100%	17	100%	17	100%
Q7(a-2): Francophones or Anglophones ?	Francophones	15	44%	3	18%	12	71%
	Anglophones	11	32%	11	65%	0	0%
	Both groups equally (VOL)	8	24%	3	18%	5	29%
***Total (N)		34	100%	17	100%	17	100%
Q7(a-3): Aboriginals or non-aboriginals ?	Aboriginals	1	3%	0	0%	1	6%
	Non-aboriginals	28	82%	13	76%	15	88%
	Both groups equally (VOL)	4	12%	3	18%	1	6%
	Don't Know/ Not Sure	1	3%	1	6%	0	0%

***NOTE: Question not asked to respondents who said "Don't know" or "The project did not include an event" to Q7(a-1)

4.2 Conclusions

The literature on social cohesion indicates that these type of impacts are difficult to discern. It is generally agreed that the more people are engaged in cultural activity at a practical level (as opposed to engaging as audiences), the more likely they are to participate actively in the democratic process. Another observation is that culture is an integral component of governance to improve citizens' quality of life.

As ACCEP was completed only in 2005, it is too early to determine the longer-term impact of the Acadian festivities in terms of economic growth and social cohesion. Also, very limited quantitative information was collected during ACCEP that would permit a thorough assessment of the impact. However, evidence is presented of examples of tourism benefiting from ACCEP projects, in particular in the case of the VHA and CMA projects in New Brunswick and Nova Scotia respectively. Among those who attended the CMA, 68% said that the event was very important in their decision to visit the province.

Many projects provided examples of benefits that would endure into the future. Several organizations reported that competencies gained through the experience have improved and continue to benefit their organizations.

Overall, many reported that ACCEP events created a lot of pride, both pride of place, and of person. The evidence from the study indicates the Acadian celebrations have had a lasting impact on the communities involved in ACCEP and more broadly in the Atlantic Canada.

5. *Cost Effectiveness/ Alternatives*

5.1 *Key Findings*

5.1.1 *Was the ACCEP a cost-effective tool to achieve its economic development and commemoration objectives?*

5.1.1.1 *ACCEP leveraging ratio compared to programs or initiatives with similar objectives and results.*

The leveraging ratio for ACCEP funding, as calculated from the list of ACCEP projects given in Appendix C, averaged approximately 2.5/1^{*}. We were not aware of other programs with similar objectives against which this leveraging ratio might be compared. Additional research might be useful to investigate this point further. The ratio is, however, in line with or somewhat better than other federal grants and contributions programs requiring a matching contribution that we have examined, such as those sponsored by the Canada Foundation for Innovation (leverage ratio of 1.5), CANARIE (leverage ratio of 1.5) and Precarn (leverage ratio of 2.3).

Key informants unanimously agreed that ACCEP helped to foster partnerships, innovation and collaboration among community stakeholders. For example, it was noted that “Ode à l’Acadie would have fallen between the cracks without ACCEP. About ten partners came together to put the show on.” The case study on the Grand Bank Theatre included a number of public, private and community partners. In addition to ACCEP, which contributed the largest amount to the project, HRDC provided approximately 32% of the funding in the form of grants (summer students and others). The project also obtained financial support from corporate sponsors (1.2%) and the Town of Grand Bank (1.2%). Box office revenue represented about 6% of the project’s revenues.

* This is an approximate figure because the actual budgets of the projects were not known. We assume the total of the project budgets was less than indicated in Appendix C as many projects received less funding from ACCEP than requested.

The CMA was another notable example of partnerships created by the ACCEP. The case study on the CMA indicates that ACCEP contributed \$1.6 million (26%) to the total budget of \$6 million. The Nova Scotia government also provided support. In addition, the Congress succeeded in obtaining support from the private sector including, Sobeys, la Brasserie Oland's, Bay Ferries, Credit Unions/Caisse populaires, Comeau Sea Foods, Les Algues Acadiennes, Assomption Vie, and Transcontinental Media.

Other departments and partners providing financial and other assistance to CMA included the State of Louisiana, CBC/Radio-Canada, the Province of Ontario and the Halifax Regional Municipality. In addition, Public Works and Government Services Canada contributed personnel. The RCMP also played an important role during the major events.

Survey results confirm that new partnerships were formed and maintained. The tables below indicate that 64% of successful applicants developed either some new partnerships or numerous new partnerships. Of this group, 76% said that the relationship with the new partners continued outside of the project.

Table 5-1: Successful Applicants on Partnerships

Q6(a): In the context of this project, did your organization develop any new partnerships?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
No new partnerships were developed	12	31%	5	28%	7	33%
Some new partnerships were developed	15	38%	8	44%	7	33%
Numerous new partnerships were developed	10	26%	5	28%	5	24%
Don't Know/ Not Sure	2	5%	0	0%	2	10%

Q6(b): Has your organization, outside of this project, continued their relationships with these new partners ?

*****SUBPOPULATION: Respondents who said "Some" or "Numerous" to Q6(a)**

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	25	100%	13	100%	12	100%
We continue to have a relationship with the majority of those organizations	19	76%	11	85%	8	67%
We continue to have a relationship with some of those organizations	2	8%	1	8%	1	8%
For the most part, relationships with those organizations did not continue beyond the life of the project	3	12%	1	8%	2	17%
Don't Know/ Not Sure	1	4%	0	0%	1	8%

5.1.1.2 ACCEP O&M-to-G&C ratio compared to programs or initiatives with similar objectives and results.

Because ACCEP was not established with a dedicated administrative unit, the ACCEP workload was added to the ongoing functions of the PCH and ACOA officers who were assigned to set up and run the program, both at headquarters and in the regional offices. Thus, there were no incremental O&M costs associated with the program.

5.1.1.3 Perceived cost-effectiveness

Most respondents felt that ACCEP accomplished a great deal for the amount invested. The evidence provided in Chapter 4 indicates an enduring impact from the investments, financed by a modest budget (Québec City is receiving considerably more than the \$10 million allocated to ACCEP for the 400th anniversary of the foundation of the City in 2008), and with low administrative overhead. In general, interviewees and survey respondents considered ACCEP to be well-administered and the project funding levels to be sufficient. In the survey, 74% of respondents rated management highly (4 or 5), and 76% were satisfied with the level of support.

5.1.2 Were there design or implementation issues that positively or negatively affected the ACCEP's success and did the Partnership achieve more than ACOA and PCH could have achieved on their own?

5.1.2.1 Department-to-department relationship (MOU)

Based on interviews with officials in both PCH and ACOA, a good working relationship was established in the Partnership throughout the development and implementation stages of ACCEP. These stages covered the MOU negotiations, project selection by the Management Committee, communication of project approvals, and creation of project files. Occasional tensions were apparent in the early stages of the relationship due to differences in the culture and mode of operation of the two departments (see also “Application Process” under 5.1.3.1). However, the advantages of the Partnership in enabling the sharing of knowledge on the interdependence of culture and economic development were seen to outweigh any impediments. It was also viewed as healthy to have a government service delivered cooperatively, a level of cooperation that has, we understand, continued in the various Atlantic Canada regions.

The implementation stage was as follows. The Partnership decided that all files would be retained at PCH, and applications for funding could be received at ACOA or PCH across the regions. For each of the four rounds of applications, October 1, 2002, December 13, 2002, April 28, 2003, and the Fall, 2003, applications were reviewed by a committee of six supported by recommendations from the field offices. The applications were scored against ACCEP criteria. In the MOU, approval was to be given by the two Ministers, however this was not the case. In order to simplify the process, final approval took place in the PCH Minister’s office only, with letters being sent out from the Minister directly to participants.

5.1.2.2 *Departments-to-stakeholder relationships (Contribution agreements)*

The first round of approvals spent \$2.4 million, and the second round \$4 million. Approvals for these two rounds moved along well, making use of the \$5 million ACOA had transferred to PCH. After the first two rounds, project approvals took longer due to difficulties within PCH in obtaining its share of the funding (see also “Application Process” under 5.1.3.1). In fact, the approval process took up to nine months in some cases after receipt of the recommendations from the selection committee.

These delays caused considerable difficulties, in particular for large projects that were forced to enter quickly into contracts with private sector partners without time for due diligence in their selection. The consequent rush on creative aspects of projects led some to feel they would have done better with more time.

The challenge of a delayed decision was particularly apparent in the VHA project. The event was put together quickly in six months, starting with the signing of the Contribution Agreement in December of 2003, even though proponents had been informed earlier in July that a decision for the project would be forthcoming shortly. The event was a success, as noted in the case study on the VHA project in Appendix D, but the delay made it more difficult for the organizers to develop a strategy for the longer term sustainability of the show.

5.1.3 *Are stakeholders satisfied with the way the Partnership was designed and delivered?*

5.1.3.1 *Stakeholder satisfaction with various aspects of delivery*

Key informants were generally satisfied with the way the Partnership was designed, but less satisfied with the way it was delivered. A number of aspects of the design and delivery of the program are discussed.

Eligibility Criteria

A majority of interview respondents believed the eligibility criteria were appropriate. The positive response to the criteria was in line with evidence from the surveys for successful applicants but not for unsuccessful applicants who were less satisfied with the criteria, in particular the economic criteria. Economic benefit was a criterion of eligibility, but some respondents complained, nevertheless, that this criterion had eliminated good projects.

It was noted in Chapter 3 that in the absence of a needs assessment, expectations were raised in the cultural community for which ACCEP could not deliver. While PCH programs, in general, work very closely with the cultural community (e.g. Canadian Arts and Sustainability Program (CAHSP)), it was recognized by the partners that there could have been merit in having the community better represented and involved in ACCEP. Such involvement might have avoided some of the misunderstandings over the economic criteria.

Table 5-2: Successful Applicants on Eligibility Criteria

Q11: In your opinion, to what extent were the program eligibility criteria appropriate?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
1 - Not appropriate	0	0%	0	0%	0	0%
2	2	5%	1	6%	1	5%
3	3	8%	3	17%	0	0%
4	18	46%	6	33%	12	57%
5 - Very appropriate	14	36%	8	44%	6	29%
Don't Know/ Not Sure	2	5%	0	0%	2	10%

Table 5-3: Unsuccessful Applicants on Eligibility Criteria

Q5: In your opinion, to what extent were the program eligibility criteria appropriate?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	24	100%	8	100%	16	100%
1 - Not appropriate at all	2	8%	1	13%	1	6%
2	3	13%	1	13%	2	13%
3	10	42%	3	38%	7	44%
4	5	21%	2	25%	3	19%
5 - Very appropriate	2	8%	0	0%	2	13%
Don't Know/ Not Sure	2	8%	1	13%	1	6%

Level of Funding

Most community respondents were satisfied with the amount of money obtained from the Partnership. This is consistent with the survey of successful applicants that showed 66% indicating the levels were very sufficient or sufficient.

Table 5-4: Successful Applicants on Level of Support from ACCEP

Q13: Was the level of support your project received from ACCEP sufficient?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
1 - Not sufficient at all	1	3%	0	0%	1	5%
2	2	5%	1	6%	1	5%
3	9	23%	6	33%	3	14%
4	15	38%	4	22%	11	52%
5 - Very sufficient	11	28%	7	39%	4	19%
Don't Know/ Not Sure	1	3%	0	0%	1	5%

Application process

Stakeholders generally believe the Management Committee made the right project selection decisions, but this aspect is overshadowed by the frustration over lengthy delays to complete the Contribution Agreements. Four factors, mentioned earlier, contributed to the delays:

- PCH had not secured its portion of the \$10 million when the initiative was launched. At some point in the process, the regional office had to approach Ottawa to identify funding from other Departmental branches,
- The two partners managed their existing O&M funds in a manner that ensured the full amount of the ACCEP fund was invested in community initiatives,
- Departmental differences (e.g. fitting an economic vision with a cultural/social vision), and
- Difficulties caused by delays in the project approval process were described in Section 5.1.2.

Some conjectured that the program application process had dissuaded smaller organizations from the cultural sector from applying in spite of their capabilities to contribute to the 400th anniversary celebrations. It is recognized, however, that many of these smaller organizations would not have been able to meet the economic criteria for ACCEP, even if they had applied.

The survey results from unsuccessful and successful applicants confirm the above findings from the interviews on dissatisfaction with the turnaround times.

Table 5-5: Successful Applicants on Application Process

Q12: For each of the following, please use a 5 point scale, where 1 is 'Very Dissatisfied' and 5 is 'Very Satisfied'. In relation to the funding application process, how satisfied were you with:

		Total		Language			
		N	%	English		French	
				N	%	N	%
Total (N)		39	100%	18	100%	21	100%
Q12(a): Clarity of eligibility criteria.	1 - Very dissatisfied	2	5%	1	6%	1	5%
	2	1	3%	1	6%	0	0%
	3	10	26%	6	33%	4	19%
	4	19	49%	8	44%	11	52%
	5 - Very satisfied	4	10%	2	11%	2	10%
	Don't Know/ Not Sure (VOL)	3	8%	0	0%	3	14%
Q12(b): Helpfulness of ACCEP personnel.	1 - Very dissatisfied	1	3%	0	0%	1	5%
	2	3	8%	2	11%	1	5%
	3	3	8%	1	6%	2	10%
	4	14	36%	3	17%	11	52%
	5 - Very satisfied	13	33%	10	56%	3	14%
	Don't Know/ Not Sure (VOL)	5	13%	2	11%	3	14%
Q12(c): Fairness of application evaluation process.	1 - Very dissatisfied	0	0%	0	0%	0	0%
	2	0	0%	0	0%	0	0%
	3	9	23%	5	28%	4	19%
	4	15	38%	4	22%	11	52%
	5 - Very satisfied	9	23%	6	33%	3	14%
	Don't Know/ Not Sure (VOL)	6	15%	3	17%	3	14%
Q12(d): Speed of turnaround time of the application process.	1 - Very dissatisfied	8	21%	3	17%	5	24%
	2	6	15%	4	22%	2	10%
	3	9	23%	3	17%	6	29%
	4	12	31%	7	39%	5	24%
	5 - Very satisfied	1	3%	1	6%	0	0%
	Don't Know/ Not Sure (VOL)	3	8%	0	0%	3	14%
Q12(e): Timeliness of payment process.	1 - Very dissatisfied	6	15%	2	11%	4	19%
	2	4	10%	2	11%	2	10%
	3	9	23%	4	22%	5	24%
	4	14	36%	7	39%	7	33%
	5 - Very satisfied	3	8%	3	17%	0	0%
	Don't Know/ Not Sure (VOL)	3	8%	0	0%	3	14%

Table 5-6: Unsuccessful Applicants on Application Process

Q6: For each of the following, please use a 5 point scale, where 1 is 'Very Dissatisfied' and 5 is 'Very Satisfied'. In relation to the funding application process, how satisfied were you with:

		Total		Language			
		N	%	English		French	
				N	%	N	%
Total (N)		24	100%	8	100%	16	100%
Q6(a): Clarity of eligibility criteria.	1 - Very dissatisfied	4	17%	1	13%	3	19%
	2	5	21%	2	25%	3	19%
	3	6	25%	1	13%	5	31%
	4	6	25%	3	38%	3	19%
	5 - Very satisfied	0	0%	0	0%	0	0%
	Don't Know/ Not Sure (VOL)	3	13%	1	13%	2	13%
	1 - Very dissatisfied	3	13%	1	13%	2	13%
Q6(b): Helpfulness of ACCEP personnel.	2	2	8%	1	13%	1	6%
	3	4	17%	1	13%	3	19%
	4	9	38%	2	25%	7	44%
	5 - Very satisfied	3	13%	2	25%	1	6%
	Don't Know/ Not Sure (VOL)	3	13%	1	13%	2	13%
	1 - Very dissatisfied	2	8%	0	0%	2	13%
	2	7	29%	2	25%	5	31%
Q6(c): Fairness of application evaluation process.	3	5	21%	1	13%	4	25%
	4	2	8%	2	25%	0	0%
	5 - Very satisfied	1	4%	0	0%	1	6%
	Don't Know/ Not Sure (VOL)	7	29%	3	38%	4	25%
	1 - Very dissatisfied	3	13%	1	13%	2	13%
	2	9	38%	1	13%	8	50%
	3	4	17%	2	25%	2	13%
Q6(d): Speed of turnaround time of the application process.	4	6	25%	3	38%	3	19%
	5 - Very satisfied	0	0%	0	0%	0	0%
	Don't Know/ Not Sure (VOL)	2	8%	1	13%	1	6%

Reporting

Interviewees from successful applicants observed that, once the approval was obtained, program staff worked closely with project proponents to work through what was characterized as a cumbersome, overly risk-averse, administrative process. The requirement for extensive financial information to process interim payments was cited as an example of taxing the project administrators.

The survey of successful applicants indicated a measure of support for the appropriateness of the reporting requirements but a view of more than half the respondents that the reporting tended to be overly time consuming.

Table 5-7: Successful Applicants on ACCEP Reporting Requirements

Q14(a): How appropriate were ACCEP project reporting requirements?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
1 - Not appropriate at all	1	3%	1	6%	0	0%
2	4	10%	2	11%	2	10%
3	6	15%	3	17%	3	14%
4	17	44%	8	44%	9	43%
5 - Very appropriate	7	18%	4	22%	3	14%
Don't Know/ Not Sure	4	10%	0	0%	4	19%

Q14(b): Did you find reporting requirements to be overly time consuming ?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
Yes	21	54%	7	39%	14	67%
No	14	36%	10	56%	4	19%
Don't Know/ Not Sure (VOL)	4	10%	1	6%	3	14%

5.1.4 Did ACCEP complement, duplicate and/or overlap other programs or initiatives?

ACCEP was seen as a unique program that did not duplicate or overlap other federal or provincial initiatives. Several respondents felt that some projects could have been approved under ACOA and PCH regular programming, in fact some ACCEP projects did receive additional funding from ACOA, but recognized that the terms of support would have been narrower. It was also appreciated that many projects wouldn't have happened without ACCEP and the benefits wouldn't have been as important. The survey results from successful applicants also showed that for most applicants no other sources of funding would have been available had ACCEP not been implemented. No respondent believed that provincial governments could or would have played the role ACCEP did.

Table 5-8: Successful Applicants on Alternative Funding to ACCEP

Q16(a): Had ACCEP not been implemented, can you think of another source of funding that could have filled the gap to help you carry out your project?

	Total		Language			
	N	%	English		French	
			N	%	N	%
Total (N)	39	100%	18	100%	21	100%
Yes	8	21%	3	17%	5	24%
No	25	64%	12	67%	13	62%
Don't Know/ Not Sure (VOL)	6	15%	3	17%	3	14%

5.2 Conclusions

In general, the cost-effectiveness of ACCEP was viewed favourably by applicants. There were, however, a number of issues identified relating to delays in the application process, and complexities in the application and reporting stages:

- Lack of a dedicated ACCEP budget at PCH caused delays in the application process,
- Project selection tended to favour projects submitted by organizations with administrative capacity owing to the complexity of the application process as perceived by applicants,
- Delays in the signing of Contribution Agreements caused some projects to lose partners and suffer some loss of quality in the projects, and
- Reporting requirements were considered onerous by some participants.

The capture of information on project performance was inhibited by the lack of a performance measurement strategy in a Results-based Management Accountability Framework (RMAF). Such a framework would have been warranted, given the emphasis in the federal government on results, and given the streamlining of reporting requirements in the new RMAF guidelines that could help in reducing the administrative burden on applicants.

6. *Summary Conclusions, Recommendations and PCH's Management Response**

The study revealed strong evidence that ACCEP filled a need in commemorating the 400th Acadian Anniversary, giving rise to a number of conclusions and recommendations designed to improve future collaboration between ACOA and PCH.

1. The partnership between ACOA and PCH was a successful approach to running ACCEP. It succeeded in highlighting the contribution of culture to economic growth in Atlantic Canada.

Recommendation: ACOA and PCH should build on the positive experience of jointly managing ACCEP to further improve the interdependence of culture and economic growth in Atlantic Canada.

Management Response: Management accepts the recommendation.

However, at this time there is no intention to set up a joint delivery program between ACOA and PCH, although collaborative relations will be maintained both provincially and at the regional level. In Newfoundland and Labrador, for example, the PCH provincial office and ACOA-NL are in the process of finalizing an agreement in principle to enhance opportunities for cooperation between the two departments in regard to cultural growth and culture's impact on the province's economy. This agreement in principle will have no monetary value and does not involve any joint functioning, but does provide an opportunity to collaborate on issues of common interest.

Implementation Schedule: Ongoing.

The agreement in principle between ACOA-NL and PCH will be signed before September 30, 2006.

* Note: This section presents PCH's management response. For more information on ACOA's management response please see <http://www.acoa.ca/e/library/evaluation/accep.shtml>

2. The lack of an RMAF for ACCEP that would have created a common understanding of program objectives, an accountability framework, and a performance measurement strategy reduced the effectiveness of ACCEP program management.

Recommendation: Future partnership programs initiated by ACOA or PCH should have clear objectives from the outset and be implemented with an RMAF.

Management Response: Management accepts this recommendation.

At this time, there are no plans for future partnerships between ACOA and PCH. However, the report's observation is a just one. This recommendation should also be taken into account in other instances where it would be in the Department's interest to establish a formal partnership with another Department.

Implementation Schedule: None

3. ACCEP created a better appreciation of the cultural and economic contribution of Acadians historically, and indicated the potential for increased contributions in the future.

Recommendation: ACOA and PCH should look for opportunities where government support can enable the Acadian cultural sector to better contribute to the economy in Atlantic Canada.

Management Response: Management accepts this recommendation.

The ACOA provides financial support to the *Commission du tourisme acadien*, an organization that promotes Acadian cultural products in the four Atlantic Provinces. Moreover, the next World Acadian Congress will be held in the Acadian Peninsula region of New Brunswick in 2009. We foresee that there will be close cooperation between the two departments and with other federal and provincial partners to support this major event, which will have considerable cultural and economic spin-offs in the region.

PCH's regular programs in the fields of culture and official languages support the Acadian cultural sector. Arts and culture festivals, for example, are tourist attractions that benefit the economy as well as the region's cultural development.

Implementation Schedule: Meetings will be held between the community and potential federal partners in 2007-08 to discuss the support to be given to the next World Acadian Congress.

4. Closer collaboration with the provinces in promoting ACCEP could have improved publicity for the celebrations and increased tourism.

Recommendation: Provinces should be alerted early before a cultural program is launched by ACOA and PCH to allow possible alignment of tourism promotion to the program.

Management Response: Management accepts this recommendation.

It should be taken into consideration in the case of other major commemorative events that will be held in other parts of the country. Various mechanisms for consultations between federal and provincial partners have been set up with regard to culture, heritage and tourism.

Implementation Schedule: Ongoing

5. Weaknesses in management and administrative capacity of smaller cultural organizations were factors in reducing their involvement in ACCEP.

Recommendation: The cultural community should be consulted to determine what kind of assistance could be provided by ACOA and PCH to strengthen the management and administrative capacity of smaller cultural organizations.

Management Response: Management accepts this recommendation.

Although several small organizations nonetheless benefited from the Partnership, there was a tendency to support larger-scale projects. Small organizations also took advantage of PCH's regular programs and funding from other sources to organize activities to commemorate the 400th anniversary. These organizations continue to receive financial support from PCH and other federal and provincial partners.

Implementation Schedule: Ongoing

A. *Evaluation Framework*

Evaluation Framework

The following table presents the overall evaluation framework including the evaluation issues/questions, the performance indicators as well as the data collection methods as set out in the study terms of reference.

Issues / Questions	Evaluation	
	Indicators	Data Collection Methods
Relevance/Rationale:		
1. Did ACCEP address actual cultural and economic needs articulated by the population of Atlantic Canada?	<ul style="list-style-type: none"> ➤ Evidence of interest in such an initiative from the Francophone and general population ➤ # of funding requests received from community stakeholders ➤ Level of project incrementality. 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Survey
2. Was ACCEP consistent with the mandates and priorities of ACOA, PCH and the Federal government as a whole?	<ul style="list-style-type: none"> ➤ Evidence of alignment between ACCEP and current ACOA, PCH and Federal government priorities ➤ Evidence that provincial governments in the Atlantic region could not or would not have played the role that the federal government did 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key informant interviews
Success/Impacts:		
3. Did ACCEP attain its objectives and achieve its expected results with regard to: 1. economic development; and 2. commemoration of the 400th anniversary of l'Acadie?	<ul style="list-style-type: none"> ➤ Evidence that government investments in culture lead to sustained economic growth and social cohesion. ➤ # and type of historical events commemorated ➤ # and type of new projects undertaken ➤ # and type of projects enhanced ➤ # and type of sustainable partnerships ➤ # and type of sustainable projects ➤ Characteristics of persons who attended events ➤ Increased cultural tourism revenue and jobs 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Case Studies ➤ Focus Groups ➤ Survey
4. What are the legacies of the ACCEP (positive or negative/expected or unexpected) and will its accomplishments be sustainable?	<ul style="list-style-type: none"> ➤ Evidence of legacies and sustainability 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Case Studies ➤ Focus Groups ➤ Survey

Issues / Questions	Evaluation	
	Indicators	Data Collection Methods
5. What were the impacts on communities and the broader society of the celebration of an historical event? Did it (if so how) contribute to the development of the Francophone community in the Atlantic?	<ul style="list-style-type: none"> ➤ Evidence of impacts on the Francophone and broader Atlantic community 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Case Studies ➤ Focus Groups
Cost-Effectiveness/Alternatives:		
6. Was the ACCEP a cost-effective tool to achieve its economic development and commemoration objectives?	<ul style="list-style-type: none"> ➤ ACCEP leveraging ratio compared to programs or initiatives with similar objectives and results. ➤ ACCEP O&M-to-G&C ratio compared to programs or initiatives with similar objectives and results. ➤ Evidence that ACCEP's leveraging and O&M-to-G&C ratios are equal to or better than those of other programs and initiatives with similar objectives and results. ➤ Perceived cost-effectiveness 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews
7. Were there design or implementation issues that positively or negatively affected the ACCEP's success and did the Partnership achieve more than ACOA and PCH could have achieved on their own?	<ul style="list-style-type: none"> ➤ Department-to-department relationship (MOU): <ul style="list-style-type: none"> - MOU negotiations - Management Committee - Decision-making - Interdepartmental communication ➤ Dept's-to-stakeholder relationships (Contribution agreements) <ul style="list-style-type: none"> - Eligibility criteria - Application process - Level of contribution - Monitoring - Reporting 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Case Studies ➤ Focus Groups ➤ Survey
8. Are stakeholders satisfied with the way the Partnership was designed and delivered?	<ul style="list-style-type: none"> ➤ Stakeholder satisfaction with various aspects of delivery 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews ➤ Case Studies ➤ Surveys
9. Did ACCEP complement, duplicate and/or overlap other programs or initiatives?	<ul style="list-style-type: none"> ➤ Evidence that no other bodies than the federal government, through ACOA and PCH, could have filled the need/gap. 	<ul style="list-style-type: none"> ➤ Document and Literature Review ➤ Key Informant Interviews

B. References

Departmental Documents

Memorandum of Agreement between the Atlantic Canada Opportunities Agency and Heritage Canada on the Atlantic Canada Cultural and Economic Partnership, November 28, 2002

Atlantic Canada Cultural and Economic Partnership Brochure, Atlantic Canada Opportunities Agency and Heritage Canada, November 29, 2002

Atlantic Canada Cultural and Economic Partnership / Partenariat culturel et économique du Canada atlantique. “Dossiers Approuvés – montants totaux”.

Literature

ACOA Newfoundland, Policy and Coordination Division. “Scale and Impact Assessment of the 2000 Trinity Pageant and Summer in the Bight Festival”. March 22, 2001.

Baeker, Greg (Arts and Cultural Planning, Canada). “Sharpening the Lens: Recent Research on Cultural Policy, Cultural Diversity, and Social Cohesion”. Canadian Journal of Communication. Vol. 27, No. 2. 2002.

Barrieau, Nicole. “The Culture Sector in Atlantic Canada: its Economic Impact and Export Potential”. Institut Canadien de Recherche sur le Développement Régional, Moncton. 2004.

Bayliss, Darrin. “Ireland’s Creative Development: Local Authority Strategies for Culture-led Development”. Regional Studies, Vol. 38.7, pp. 817–831. October 2004.

Canadian Heritage - Grants and Contributions. July 2005.

Canadian Journal of Communication. Vol 27 (2002) p. 127.

Corporate Research Associates Inc. “2004 Nova Scotia Visitor Exit Study”. Prepared for Nova Scotia Department of Tourism, Culture and Heritage. August 2005.

Dayton-Johnson, Jeff. “What's Different about Cultural Products? An Economic Framework”. Prepared for Department of Canadian Heritage. 2000.

Fisher, Rod. “Social cohesion in the United Kingdom: A Case Report” Canadian Journal of Communication. Vol 27 (2002) p. 161

Florida, Richard. “Revenge of the Squelchers. The Great Creative Class Debate,” <http://www.creativeclass.org/>. 2004.

Jeannotte, M. Sharon. (1999). "Tango romantica or liaisons dangereuses? Cultural policies and social cohesion: Perspectives from Canadian research". Paper presented at the International Conference on Cultural Policy Research, Bergen, Norway, November 10-12, 1999.

Jenson, Jane. (Universite de Montreal). "Identifying the Links: Social Cohesion and Culture". Canadian Journal of Communication. Vol. 27, No. 2. 2002.

Government of New Brunswick. "New Brunswick Tourism Economic Assessment Model". April 2004.

Mercer, Colin. "Little Supplements of Life: Urban Governance and Quality of Life". Canadian Journal of Communication. Vol 27 (2002) p. 315

Les Mots de la Fête. Le bulletin d'information du 400^e anniversaire de l'Acadie. Issue 10. December 2004.

Les Mots de la Fête. Le bulletin d'information du 400^e anniversaire de l'Acadie. Issue 9. November 2004.

Oakley, Kate. "Developing the Evidence Base for Support of Cultural and Creative Industries in South East England". South East England Cultural Consortium. March 2004.

Parsons, P., T. Power and J. Fennelly (ACOA Newfoundland and Labrador). "Determining Event Scale and Impact – An Economic Development Perspective". May 2003.

Partenariat culturel et économique du Canada atlantique. Demandes de Financement de Projets - (date de tombée) 2002 – 2005.

Perron, Luc. "Cultural Exports: Their Relative Contribution to the Arts and Cultural Sector and the Canadian Economy". Prepared for Department of Canadian Heritage. 2002

Plan d'action et recommandations. Évaluation des Fêtes du 400^e anniversaire de l'Acadie à l'Île-du-Prince-Édouard. April 20, 2005.

Ruiz, Jordi Pascual. "Culture, Connectedness, and Social Cohesion in Spain". Canadian Journal of Communication. Vol 27 (2002) p. 167.

Senate of Canada definition, based on a review of comment elements of various national definitions, CIRCLE/CCRN, 2000, p.3.

Sharpe, Dean, and others. "Critique and Consolidation of Research on the Spillover Effects of Investment in Cultural Facilities". Prepared for Department of Canadian Heritage. March 2004.

Singh, Vik. "Economic Contribution of the Culture Sector – A Provincial Perspective" Statistics Canada. Catalogue no. 81-595-MIE - No. 025. 2004

Singh, Vik. "Economic Contribution of the Culture Sector in Ontario" Statistics Canada. Catalogue no. 81-595-MIE - No. 024. 2004.

Société Saint-Thomas-d'Aquin "Célébrations du 400^e Anniversaire de L'acadie – Rapport d'évaluation". November 2005.

Stevenson, Alida. "Beyond Anecdotal Evidence: Beyond Anecdotal Evidence: The Spillover Effects of Investments in Cultural Facilities". Presented November 15, 2003.

Strom, Elizabeth. "Cultural Policy as Economic Development Policy". International Journal of Cultural Policy 9(3), 247-263. 2003

Wassall, Gregory, and DeNatale, Douglas. "New England's Creative Economy: the Non-profit Sector, 2000". New England Foundation for the Arts. 2003.

C. ACCEP Projects

Client Name	Amount Requested From ACCEP	Approved Amount
Active Communities Inc.	\$265,280.00	\$15,000.00
Alliance des radios communautaires du Canada Inc.	\$183,155.00	\$47,000.00
Amis du Village historique acadien Inc. (Les)	\$575,000.00	\$575,000.00
Araignées du Boui-Boui (Les)	\$12,000.00	\$12,000.00
Association des anciens, anciennes et ami-e-s du Collège communautaire de Campbellton inc.	\$152,000.00	\$70,000.00
Association Développement Lemoine Development Association	\$139,786.00	\$86,000.00
Association du Musée acadien de l'Île-du-Prince-Édouard inc. (L')	\$158,876.00	\$80,000.00
Association for Canadian Studies/Association d'études canadiennes (L')	\$755,500.00	\$250,000.00
Associative communautaire francophone de St-Jean inc. (L')	\$48,175.00	\$40,000.00
Associative communautaire francophone de St-Jean inc. (L')	\$65,000.00	\$55,000.00
Association of Newfoundland and Labrador Archives Corporation	\$183,500.00	\$80,000.00
Association régionale de la côte ouest inc	\$32,000.00	\$12,000.00
Association régionale de la côte ouest inc	\$98,280.00	\$34,000.00
Association touristique de Clare Tourism Association	\$34,110.00	\$27,250.00
Atlantic Ballet Theatre of Canada Inc.	\$100,000.00	\$100,000.00
Atlantic Wave		\$402,652.00
Belle Alliance Ltée	\$153,000.00	\$25,000.00
Carrefour de l'Isle-Saint-Jean	\$324,700.00	\$37,500.00
Célébrations 2004 au Madawaska	\$101,015.00	\$47,500.00
Célébrations 1604-2004 Saint John/Saint-Jean	\$234,285.00	\$122,000.00
Centre d'action artistique	\$125,000.00	\$75,000.00
Centre international de documentation et d'échanges sur la Francophonie (CIDEF)	\$78,082.00	\$64,000.00
Collectivité ingénieuse de la Péninsule acadienne (CIPA) inc.	\$647,000.00	\$200,000.00
Commission du tourisme acadien du	\$980,000.00	\$980,000.00

Client Name	Amount Requested From ACCEP	Approved Amount
Canada atlantique inc.		
Commission scolaire de la langue française (La)	\$94,000.00	\$55,000.00
Conne River Indian Band Council	\$10,500.00	\$10,500.00
Conseil acadien de Rustico inc.	\$122,500.00	\$15,000.00
Conseil développement économique Nouvelle-Écosse	\$399,970.00	\$110,000.00
Conseil développement économique Nouvelle-Écosse	\$1,275,747.00	\$75,000.00
Conseil économique du Nouveau-Brunswick inc.	\$155,000.00	\$140,000.00
Conseil scolaire communautaire Évangéline	\$291,378.00	\$41,400.00
Coopérative de théâtre l'Escaouette Ltée (La)	\$85,000.00	\$85,000.00
Fédération acadienne de la Nouvelle-Écosse	\$195,563.00	\$145,311.00
Fédération des francophones de Terre-Neuve-et-Labrador inc.	\$100,000.00	\$100,000.00
Federation of Newfoundland Indians	\$98,000.00	\$98,000.00
Federation of Nova Scotian Heritage	\$38,650.00	\$38,650.00
Festival acadien de Caraquet inc. (Le)	\$52,500.00	\$46,000.00
Festival acadien de Caraquet inc. (Le)	\$250,000.00	\$222,500.00
Festival des Deux Rivières	\$44,250.00	\$12,000.00
Forchu Festival 2004	\$160,000.00	\$17,000.00
Francophones de l'Age d'or de l'Île-du-Prince-Édouard (Les)	\$46,800.00	\$22,000.00
Friends of Beaubears Island inc.	\$74,970.00	\$50,000.00
Gaboteur Inc. (Le)	\$58,500.00	\$35,000.00
Grand Bank Tourism Inc.	\$53,355.00	\$45,975.00
Historica Foundation of Canada	\$409,320.00	\$400,000.00
Hospitality Newfoundland and Labrador	\$43,500.00	\$36,700.00
Ludmila Knezkova-Hussey Piano Competition for Gifted Students of Atlantic Canada inc.	\$88,500.00	\$88,500.00
Musique 400 Society	\$94,240.00	\$40,000.00
Nordic Economic Development Corporation	\$30,000.00	\$23,000.00
Nova Scotia International Tattoo Society (The)	\$88,530.00	\$88,530.00
Orchestre de la francophonie canadienne (OFC)	\$100,000.00	\$80,000.00
Pays de la Sagouine inc. (Le)	\$431,306.00	\$220,575.00
Petit Nord Nature and Heritage Society Corporation	\$15,000.00	\$15,000.00
Placentia Area Theatre d'Heritage Committee Inc.	\$25,000.00	\$25,000.00
Placentia-Plaisance Plan 2004 Committee	\$64,055.00	\$10,000.00

Client Name	Amount Requested From ACCEP	Approved Amount
Port Royal 400th Anniversary Society	\$47,500.00	\$47,500.00
Société Acadie Nouvelle-Écosse 2004	\$2,139,100.00	\$1,614,000.00
Société du Musée d'archéologie et d'histoire de Montréal, Pointe-À-Callière	\$150,000.00	\$70,000.00
Société Nationale de l'Acadie inc.	\$109,280.00	\$106,730.00
Société Nationale de l'Acadie inc.	\$125,000.00	\$100,000.00
Société Promotion Grand-Pré	\$654,000.00	\$194,464.00
Société Saint-Thomas d'Aquin	\$374,895.00	\$89,000.00
Sound Arts Initiatives Inc.	\$21,242.00	\$15,000.00
South Shore 2004 Celebration Association	\$188,270.00	\$73,400.00
Ste-Croix 2004 Coordinating Committee inc.	\$56,700.00	\$52,000.00
Ste-Croix 2004 Coordinating Committee inc.	\$502,000.00	\$452,000.00
St. John's Folk Arts Council	\$13,000.00	\$13,000.00
St. John's International Women's Film and Video festival inc.	\$15,000.00	\$10,000.00
Stephenville Theatre Festival	\$16,074.00	\$16,000.00
Tantramar Heritage Trust Inc.	\$40,000.00	\$35,000.00
TFO - TV Ontario	\$60,153.00	\$60,153.00
Theatre Newfoundland and Labrador	\$45,216.00	\$45,210.00
Université de Moncton - Cabinet du Recteur	\$55,000.00	\$40,000.00
Université de Moncton - Centre d'études acadiennes	\$1,828,856.00	\$843,000.00
Université Ste-Anne - Centre acadien	\$289,912.00	\$145,000.00
Western Valley Development Authority	\$179,913.00	\$150,000.00
TOTALS	\$17,352,989.00	\$10,000,000.00

D. Case Studies

Les défricheurs d'eau

Congrès Mondial Acadien

French/English Theatrical Production on the Settlement of the French to Grand Bank

400e anniversaire de l'établissement des Français en Amérique

Case Study – Les défricheurs d'eau

Table of Contents

Les défricheurs d'eau	52
Project Overview	52
Origins of the Project.....	52
About the Show	52
Case Study Evaluation Questions.....	53
Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?	53
What are the legacies of the project and will its accomplishments be sustainable?	54
What were the impacts on communities and the broader society of the celebration or event?	
Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?.....	55
Were there program design or implementation issues that positively or negatively affected the project's success?	56
Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?.....	56
Key Findings and Considerations.....	57
A. Promotional Description of the Event.....	59
A.1 Description.....	59
A.2 New features in 2005	59
B. Project Partner Profiles.....	60
C. Interviewees.....	61
D. Project Financial Profile.....	61
E. Statistical Information	64
F. Event of the Year Recognition.....	66
F.1 Announcement.....	66
F.2 Criteria.....	66
G. References.....	67

PROJECT AT A GLANCE**Project Information:**

- Project title: Acadie son et lumière – Les défricheurs d'eau
- Location: Village Historique Acadien, Caraquet, NB
- Project category: new project
- ACCEP contribution: \$575,000 (46%), Total Cost: \$1.3 million
- Project Duration: December 2003 to September 2004

Key Partners:*Culture Sector – Not-for-profit*

- Les amis du Village historique acadien (Les Amis du VHA), Caraquet
- Centr' Art, Caraquet
- Théâtre Populaire d'Acadie (TPA), Caraquet
- Théâtre Dame de Coeur (TDC), Upton, QC

Culture and Tourism Sector - Government

- Village historique acadien (VHA), New Brunswick Department of Tourism and Parks, Caraquet

Culture Sector – For-profit

- Productions KLEF, Moncton

Les défricheurs d'eau

This report presents the findings from a case study of the Atlantic Canada Cultural and Economic Partnership (ACCEP) funded project *Les défricheurs d'eau*. The case study methodology is described in the final report.

Project Overview

Origins of the Project

This project proposal was submitted by Les Amis du Village historique Acadien (AVHA), a not-for-profit organization created to advance the mandate of the Village historique Acadien (VHA). The VHA is located in the town of Caraquet in northern New Brunswick, and has a population of approximately 8,000.

The AVHA board members had been planning to bring a major sound and light event to the VHA for several years. The board had been inspired by the success of other sound and light shows, such as the *Légendes Fantastiques* in Drummondville (reportedly 300,000 spectators since 1998) and *La Fabuleuse Histoire d'un Royaume* in Saguenay (reportedly 850,000 spectators since 1988). Caraquet is reportedly one of the most homogeneous Francophone communities in the province, and has a strong Acadian tradition. Board members hoped that a sound and light show would leverage this strength to increase attendance at the VHA.

About the Show

*Les défricheurs d'eau*¹ is a two-hour sound and light show that tells the Acadian the story of the strength of the Acadian people from 1604 to 2004. The show also portrays the important role Aborigines played in assisting Acadians through their struggle. Hailed by critics² and audiences alike, both the screenplay and music for the show were written by Acadians. The music has since been compiled on a compact disc.

The show is presented in French, with the exception of a brief introduction at the beginning, however English audience members were provided a scene-by-scene written summary. A promotional description of the event is attached as Appendix A.

¹ One interviewee translated this as “The Water Pioneers”, alluding to the success of early Acadians in reclaiming highly fertile swampland for agricultural purposes.

² « Emma Haché maîtrise parfaitement l'écriture dramatique », Hervé Guay, from *Le Devoir* newspaper, November 1, 2004.

Attendance was estimated at over 11,000 at the 20 shows between July 21 and August 22, 2004, many of which were sold-out. Eight professional actors, along with 54 volunteer extras from the region, worked over 11 weeks to prepare for, and present, the show. The Tourism Industry Association of Canada recognized the event as one of the top three in Canada in 2004 for its excellence and its contribution to tourism. The show returned in 2005 to continued acclaim, at similar attendance levels to 2004.

The stage featured many very large and impressive props, including 35 aluminium trees and a very large, moving boat, as well as approximately 200 costumes. The event was promoted through various media, including radio spots in New Brunswick and eastern Québec. Reportedly 50 media interviews were held with project participants over the course of the 2004 season.

Case Study Evaluation Questions

Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?

The Department of Tourism and Parks (DTP) and AVHA had complementary strategies in bringing the event to the VHA. DTP sought to develop tourism packages that built on the attractiveness of Acadian culture to the general population, but particularly to Quebeckers. The cultural strength and resolve of Acadians, and the strong family-like bonds shared with Francophones, were cited as an important cultural product of great interest to tourists.

DTP promoted the three large-scale ACCEP-funded events³ as a package for the 2004 season, these promotional efforts increased in 2005. The product fit into DTP's "intercept strategy", that of extending the stay of motoring tourists by offering multiple attractions. DTP also sought to increase internal tourism from southern to northern regions of New Brunswick.

For AVHA, the strategy was to advance its mandate by creating a cultural icon for the region that would increase attendance at the VHA, and by raising attendance at other local attractions such as le Centre marin de Shippagan. Through the project, AVHA had hoped to attract 100,000 visitors to the VHA for the first time.

Unfortunately, while New Brunswick saw a record number of tourists arrive in 2003, poor weather⁴, the price of gas, and the rise in the Canadian dollar were among the factors attributed to a 5.4% decline in tourism in 2004. The number of visitors to eleven major provincial tourist attractions dropped by 8% at sites without ACCEP projects, however the two sites with projects that were tracked by DTP reported an attendance increase of 3.2%, or a relative increase of 11.2%.

³ AVHA's *Les Défricheurs d'Eau*, Pays de la Sagouine's *Odyssée 2004* and le *Festival acadien de Caraquet*.

⁴ In July 2004 it rained nearly two thirds (64%) of the total weekend days, compared to a little over half (53%) of the weekend days in July 2003. In August 2003, just over half of the days experienced rain (55%), while in 2004 almost three quarters (72%) of the weekend days had rain. (Source: Department of Tourism and Parks).

VHA fell short of meeting its target, attracting 84,000 visitors in 2004, although most shows were sold out⁵. This represented an increase of 2.5% over 2003 however, in contrast to the general decline seen elsewhere in the province. Those interviewed in the Caraquet region made numerous comments that the event “saved the season”. Further, while no comparison information is available, 18% of visitors were from the Moncton area, providing some evidence that the event attracted southern New Brunswickers. Finally, hopes that attendance at other nearby sites would increase did not appear to be realized, the Centre marin saw a drop in visits line with the other sites without ACCEP projects.

Testimonials from those interviewed through this case study emphasized the new knowledge of Acadian history gained by attendees. At a local level, the show reportedly provided the community with an opportunity to showcase its proud tradition, celebrate its survival story, and thereby create a strengthened sense of pride among Acadians. The event engaged the local community directly because virtually everyone either was directly involved or knew someone who was. Some referred to the event as marking a turning point for Caraquet, making it attractive to discriminating tourists. Private sector sponsors also contributed, including a one-time contribution of \$40,000, reportedly the largest ever to an Acadian organization.

An estimated 30 jobs were created for between 12 and 20 weeks in both 2004 and 2005. Positions created included ticket agent, usher, and lighting technician. Because the show ends at 11pm, attendees would often stay overnight in Caraquet contributing to the economic development of the area. DTP assessed the economic impact of the event through the tourists attracted to the region. Those consulted in this case study who were also involved in other projects emphasized that the primary economic contributions of ACCEP were from its impact on tourism.

What are the legacies of the project and will its accomplishments be sustainable?

Frequent comments were made that the event revealed talents and expertise in the culture sector in Caraquet. One interviewee reported a volunteer actor started studying theatre as a direct result of her experience in the production, and one local playwright now conceives stage sets with the knowledge that skilled metal workers are in the area. Perhaps more importantly, by collaborating with high calibre artists from Théâtre Dame de Coeur, the producers of another successful sound and light show from Upton, Quebec, local organizations came to realize that in fact they too could produce a major event. The Atlantic Canada organizations consulted reported that the experience they gained continues to benefit their organizations.

DTP also sought to build on the province’s culture in a manner that would be attractive to tourists. This was achieved by profiling the major role Aborigines played in the Acadian survival story, which resulted in a greater recognition by those who attended of the important collaboration between the two peoples.

⁵ Actual reported revenues were approximately \$196,000, based on our analysis this would indicate approximately one third of the tickets were given away. It was reported, for example, that the Insurance Bureau of Canada received 50 tickets for each show (a value of \$25,000) in return for a \$40,000 contribution.

Because most attendees came from within the province (56% in 2005 based on an audience exit survey), a need was expressed to create an artistic development plan so the show would change each year and therefore attract previous viewers⁶. Considerable frustration was expressed by those consulted that there was insufficient time to do this when the show was first being produced. There was a six-month delay in approving the project, this is discussed below.

It is expected that the show will be presented in 2006 if sufficient partner support is obtained, and there is a desire to continue the show until 2009, when the next Congrès Mondial Acadien will be coming to the Acadian Peninsula.

What were the impacts on communities and the broader society of the celebration or event? Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?

It was noted above that the project selection committee had raised concerns regarding the capacity of AVHA to manage such a project, with a view to both ensuring the success of the project and to ensuring that the project would be sustainable. To respond to this concern, the organization entered into an agreement with Centr'Art and VHA to strengthen its management team. After the announcement of the project, however, VHA became the de facto project manager because neither AVHA nor Centr'Art had full-time staff, even though VHA was ineligible to receive ACCEP funding because it is a provincial government organization.

Most of the management capacity building that occurred, therefore, benefited VHA, and Productions KLEF, a private firm hired to assist VHA in the rush to produce the show. It was reported that AVHA was created with the primary intent to attract funds that VHA would not otherwise be eligible to receive. AVHA did not strengthen its capacity as a result of the project, funds were passed through the organization to other organizations.

Those consulted said that attendees were strongly and favourably affected by the professionalism and quality of the event, and its portrayal of Acadian culture in a manner that opened the linguistic minority to a greater self-confidence. Although there are no firm figures to confirm it for 2004, those consulted believed that the vast majority of attendees were Francophone, and that very few were Aboriginals. It would appear that few attended from other Atlantic provinces, although tourism figures for New Brunswick show approximately one-quarter (27%) came from those provinces. Results from a 2005 exit survey of attendees, however, indicate that this market accounted for less than 1% of the audience. The survey information would indicate that this event contributed more to strengthening Francophone communities within New Brunswick (56% of attendees), and Québec (36% of attendees), which is consistent with the DTP strategy of seeking to increase tourism within the province and from Quebec. It was noted that many of those consulted do not make a distinction between Acadian and Francophone culture.

Also noteworthy, although visitors from the USA accounted for the largest proportion of out-of-province visitors to New Brunswick, few if any attended the show based on the survey data. Several of those consulted felt that foreign markets present an important opportunity for the

⁶ It was reportedly not uncommon for viewers to see the show two or three times.

show to increase attendance, but assuming the survey results are accurate, there is evidence that the show may not be as attractive to non-Francophones.

Were there program design or implementation issues that positively or negatively affected the project's success?

The emphasis placed on creating a large-scale event was strongly endorsed, as was the requirement to contribute to both economic and cultural development objectives. Some concern was expressed that little effort was made by program designers to include criteria that considered provincial tourism strategies. It was felt that with such an approach, provinces would have been better able to leverage the collective investments of the ACCEP program with their own, often multi-million dollar, investments in promoting their tourism sectors.

Also, as noted above, the delays in making the funding decision was reported to have reduced the longer-term impact of the program. The event was put together quickly in six months starting in December of 2003, even though proponents had been informed earlier in July by the program office that a decision would be forthcoming shortly. This precluded the development of a long-term artistic plan to annually renew the show, and resulted in contracts with suppliers being rushed into which compromised the event's quality and sustainability. A file review indicated that the proposal was submitted on April 28, 2003, the project was screened as having met all program terms and conditions on June 6, 2003, the recommendation to approved the project was signed-off on September 24, 2003, a letter of approval was dated October 10, 2003, and the Contribution Agreement was signed on December 8, 2003.

Once the approval was obtained, it was reported that program staff worked closely with project proponents to work through what was characterized as a cumbersome, overly risk-averse, administrative process. The requirement for extensive financial information to process interim payments was cited as an example of taxing the project administrators. There was little evidence of selection process performance tracking system being in place, as reflected in the lengthy decision process.

Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?

Those consulted strongly voiced that the program, because it was the first to support the project, was instrumental in opening the door to attracting other non-traditional partners; without the initial ACCEP backing, and the subsequent participation of partners, the event would not have been possible. In particular, the program was cited as the causal factor that resulted in partnerships between cultural (Théâtre populaire de l'Acadie) and tourist organizations (VHA). Some felt in general that creating more linkages between organizations from these two sectors would result in important contributions to cultural and economic development.

A number of those consulted referred to the limited business and administrative capacity of the culture sector to support major projects that could be promoted to tourists, some felt that partnerships with tourism organizations would strengthen this capacity. TPA reports that it is

planning to expand its markets in the future in part due to its participation in the project. One suggestion, alluded to above, would have been to offer provincial tourism officials an opportunity to facilitate creating the project partnerships, in accordance with each province's tourism development and branding strategies.

Those consulted emphasized their support for future joint programs, some suggesting that it would be appropriate to consider specific consideration to strengthening culture-tourism partnerships. It was also observed that the program assisted in strengthening ACOA's relations with the culture sector, an important trend over the previous several years.

Some also felt that program delivery could have been simplified through improved coordination among the three federal funders (PCH, ACOA, and Human Resources Development Canada which also funded the project). While ACOA delegated the administration of ACCEP funds to PCH, thereby reducing the administrative burden, ACOA and HRDC provided additional funds for which they required separate accounting even though they were for the same project. This additional requirement was questioned particularly given the extensive processes developed by PCH for administering its grants and contributions programs.

Key Findings and Considerations

The following summarizes the key findings from this case study:

- ACCEP funding supported the creation of a major sound and light theatre show popularizing Acadian history over the past 400 years and that attracted often sell-out audiences;
- The event received national recognition from tourism industry associations, it was among the top 3 tourist attractions in Canada in 2004, and there is strong evidence that the show can be credited with increasing tourism in the Caraquet region in spite of the provincial decline;
- The show has continued in 2005 with minor changes, with attendance similar to 2004, and key stakeholders intend to continue the show, possibly until 2009;
- The event instilled great sense of achievement in Caraquet, host community to the event, and raised awareness of Acadian history and the strength of its culture primarily in New Brunswick and in Québec;
- Because the event was primarily presented in French, the show appears not to have attracted Anglophones, this issue would require further examination if non-Francophone markets are targeted in the future;
- Partnerships between tourist and culture sector organizations appear to present considerable opportunity to advance economic and cultural objectives.

Considerations for future initiatives with objectives similar to those of ACCEP are:

- A shorter project approval process would likely have resulted in an even higher quality and more sustainable event;

- Greater alignment between program and provincial tourism development strategies and objectives would likely have further benefited from the economic and cultural development potential of strengthened partnerships between the culture and tourism sectors;
- This program presented an opportunity to increase the management and administrative capacity of the participants culture sector, however because key project partners had no staff this opportunity was missed. It would be appropriate for future initiatives sponsoring large sustainable projects led by smaller cultural organizations to consider ensuring that sufficient time is available for the organization to ramp up its capacity, possibly with specific resources for this in the project budget;
- Increasing requirements of project proponents to track event performance in accordance with the result requirements, such as through exit surveys as was done later in 2005, would provide important insight to all event stakeholders.

A. Promotional Description of the Event

The following information is an excerpt from the promotional website for *Les défricheurs d'eau* in 2005⁷. The show ran from Wednesday to Saturday, July 20 to August 20, 2005, starting at 9:15 p.m. Tickets were \$28 for adults, \$25 for students, and \$10 for children 12 and under.

A.1 Description

A second edition of the production *Les Défricheurs d'eau* will be presented from July 20 to August 20 at the Village Historique Acadien in Caraquet, in North-Eastern New Brunswick. This show is part of the official activities commemorating the 250th anniversary of the Deportation of the Acadians. *Les Défricheurs d'eau*, a production of “*Les Amis du Village Historique Acadien*” and a creation of Théâtre populaire d’Acadie and Théâtre de la Dame de Coeur, is bound to surprise even more in 2005, as many new elements of the show will add to the magic that this production radiated last summer. This theatrical production, on a script by author Emma Haché, is a tribute to the Acadian people. Presented on a specially-appointed outdoor stage and calling upon novel special effects on a large scale, *Les Défricheurs d'eau* employs eight professional actors and actresses and close to 60 extras. In 2004, *Les Défricheurs d'eau* has been performed before sold out audiences totalling over 11,000.

A.2 New features in 2005

Some scenes have been slightly modified so as to intensify the emotion generated, but the production remains essentially the same. Thus, the spectators will hear again, or discover, Denis Richard’s superb songs sung by the eight professional actors of the cast. In addition, new sound and lighting equipment will make possible an increased impact in the special effects. Among other innovations, we may note the expansion of the site, which will now accommodate 805 spectators as compared to 556 last year.

⁷ See <http://www.villagehistoriqueacadien.com/main.htm>

B. Project Partner and Subcontractor Profiles

Table B-1: Project Partner and Subcontractor Profiles

Partner Organization	Location	Profile	Role
Les amis du Village historique acadien	Caraquet	Created in 1993, new board in place Jan 2003, members include mayor of Caraquet, 3 historians, a lawyer, 2 administrators. Organization has no staff, and was created to be able to receive funds that the VHA, which is provincially owned and operated, was ineligible to receive from ACCEP.	Project director, including fiduciary accountability for funds
Village historique acadien	Caraquet	This village comprises over 40 building complexes on a site in proximity to Caraquet. The Village portrays the lives of Acadians between 1770 and 1939, and is staffed by interpreters in period costumes. The village is owned and operated by the provincial government, through the department of Tourism and Parks.	Event Producer, responsible for the managing the project.
Centr'Art	Caraquet	Centr'Art is a regional culture centre, serving Caraquet and environs. It receives funding from PCH to deliver shows, vernissages, book launches. There is one employee 4 months per year, and a 9 person board. The organization has no offices, all events are held in the community e.g. vernissages are held in local cafés.	Assist in implementing technical and artistic aspects of the show, including selecting sub-contractors Played a role at the beginning, wrote part of the scenes, to present the project, helped a lot, he wrote first draft of 6 tableaux.
Théâtre Populaire d'Acadie (TPA)	Caraquet	TPA has 7 people full-time and has been producing cultural shows for 25 years, though none of the size of Les défricheurs d'eau.	Providing artistic direction in close collaboration with TDC, including selecting and hiring author, actors and extras.
Théâtre dame de coeur	Upton, QC Blackburn (or Charbonneau)	TDC: produced large shows internationally with very large Work with TPA	Providing artistic direction in close collaboration with TPA, including designing and constructing props and costumes

Partner Organization	Location	Profile	Role
Productions KLEF	Moncton	Small private communications consulting firm, offering event management and communications services.	Responsible for event promotion, management and administration. This included developing communications and promotional tools, and preparing funding and sponsorship applications.
Subcontractor Organization	Location	Profile	Role
Le groupe Bristol	Offices in each of 4 Atlantic Canada provinces	Provides marketing and communications consulting services	Assist KLEF in developing communication tools (program, signage etc.). Also, develop communications plan for NB and solicit sponsors.
AMA Eclairage	Petit-Rocher	Young company providing sound and light services, with experience producing 30 events	Sound and light production for the show.

C. Interviewees

Figure C-1: Interviewees

Name	Position	Organization	Project Role
Louise Fiset	Project Officer	Canadian Heritage	Project financial analyst

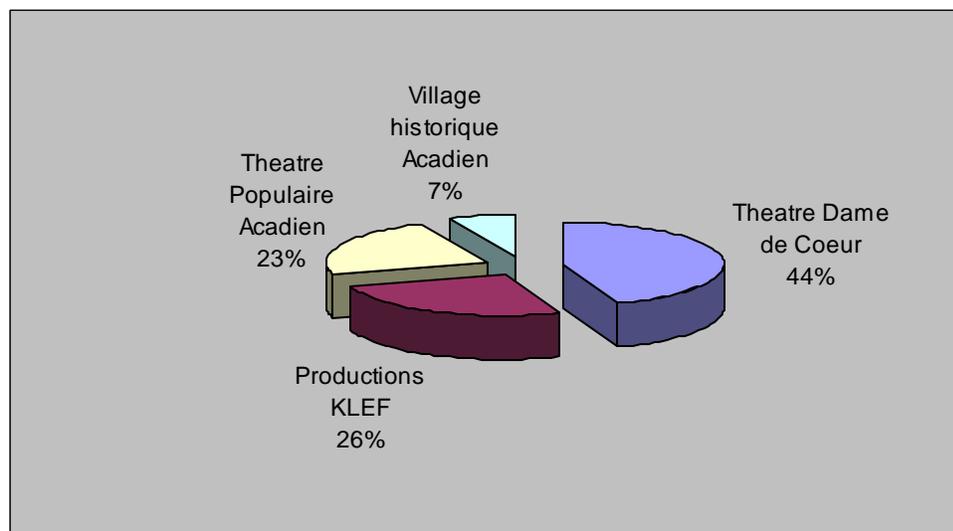
D. Project Financial Profile

The information below compares the project revenues and expenditures compared to budget. Figures reported as “Actual” come from audited project financial statements, other information is from interviews and various reports and has not been verified.

Figure D-1: Project Revenues Compared to Budget

	Budget, Feb 2004	Actual, September 2004	Comment
Revenues			
Federal Government			
ACCEP Program: Canadian Heritage	\$ 287,500	\$ 287,500	
ACCEP Program: ACOA	\$ 287,500	\$ 287,500	
ACOA	\$ 40,000	\$ 62,262	
Canada Council for the Arts	\$ 25,000		
Intergovernmental relations		\$ 68,200	\$40K from province of NB
Provincial Government			
Province of NB (& Initiative 2004)	\$ 115,000	\$ 122,698	
Province of NB (Relance de la PA)	\$ 80,000		
HRDC	\$ 15,000	\$ 43,864	
Salary reimbursements		\$ 43,720	Believed to be employment development program, 10 staff for approx 20 weeks
Bureau du Québec	\$ 65,000	\$ 50,000	
Spectator revenue	\$ 104,000	\$ 196,510	
Village historique acadien	\$ 10,000	\$ 12,000	Does not include in-kind contributions incl. project management (50% of time of senior manager), site, etc.
Other		\$ 6,027	
Private Sector Sponsorships	\$ 92,000		
Insurance Bureau of Canada		\$ 40,000	Refused in 2005 due to changing priorities, Irving contributed 15K in 2005.
Other		\$ 32,445	Other sponsors
Total (no tax, contingencies)	\$ 1,121,000	\$ 1,252,726	

The Figure below identifies the proportion of funds each of the major project partners received according to budget forecasts dated February 2004. Partners may have sub-contracted work, for example Bristol received a contract for approximately \$75,000 for its marketing work, of which an estimated \$40,000 went towards media promotions.

Figure D-2: Eligible Project Expenses by Partner**Table D-2: Distribution of Target Market for Event by Family Type**

Target market for VHA	Percentage
Couples	54%
Singles	26%
Families	19%
Other	1%
	100%

Source: K-2 Consulting

E. Statistical Information

The tables below provide statistical information that informed the case study.

Table E-1: 2003-2004 comparison of attendance at NB tourism sites with and without ACCEP projects

Projects	2003	2004	% Change
Sites with no ACCEP Project			
Aquarium et Centre Marin	39,045	35,718	-8.5%
Fort Beauséjour	22,136	23,718	7.1%
Fundy National Park	253,991	229,007	-9.8%
Fundy Trail Parkway	66,308	51,676	-22.1%
Hopewell Rocks	199,098	181,334	-8.9%
Kings Landing	59,170	52,882	-10.6%
Kingsbrae Garden	24,323	22,645	-6.9%
Kouchibouguac National Park	172,555	173,983	0.8%
Mount Carleton	12,064	9,433	-21.8%
Sub-Total	848,690	780,396	-8.0%
Sites with ACCEP Projects			
Le Pays de la Sagouine	78,083	81,092	3.9%
Village Historique Acadien	82,432	84,484	2.5%
Sub-Total	160,515	165,576	3.2%
Grand Total	1,009,205	945,972	-6.3%

Source: New Brunswick Department of Tourism and Parks

Table E-2: Location of Residence of Respondent: Event Exit Survey

Location	Number	Percentage
New Brunswick	111	56.1%
Québec	71	35.9%
Ontario	12	6.1%
Other	3	1.5%
France	1	0.5%
Total Respondents	198	100%

Source: Village historique Acadien

Table E-3: Location of residence of New Brunswickers: Event Exit Survey

Location	Number	Percentage
Local Area (within 80km)	46	41.4%
Bathurst Campbellton Area	32	28.8%
Moncton area	20	18.0%
Edmundston area	9	8.1%
Other	3	2.7%
Fredericton area	1	0.9%
Total	111	100%

Source: Village historique Acadien

Table E-4: Non-Resident Visitation to NB, by Market

Residence	2003	2004 ^a	Percentage
USA	446,400	457,686	0.6%
Ontario	427,800	385,000	-2.3%
Nova Scotia	421,247	345,000	-4.1%
Québec	334,800	338,000	0.2%
PEI	103,786	85,000	-1.0%
Western Canada	55,800	69,000	0.7%
Foreign	37,200	53,251	0.9%
Newfoundland	32,967	27,000	-0.3%
Total	1,860,000	1,759,937	-5.4%

^a Only total for other Atlantic Provinces available for 2004, breakdown assumes same proportions as 2003.

Source: Department of Tourism and Parks

F. Event of the Year Recognition

The show was among the top three finalists for the category “Best Event of the Year” by the Tourism Industry Association of Canada. The Association presents awards in between 10 and 15 categories each year.

F.1 Announcement

Les Défricheurs d'eau, a large-scale musical and light production providing an overview of Acadian history, created a new focal point for visitors to New Brunswick during the summer of 2004. Staged by the Village Historique Acadien to celebrate the 400th anniversary of the founding of Acadie, the show attracted a total of 12,000 spectators to sold-out performances. By presenting a major event after normal visiting hours for most tourist attractions, the Village Historique Acadien prompted visitors to stay overnight and spend one more day in the area. The success of *Les Défricheurs d'eau* is expected to be instrumental in enhancing the image of the Acadian Peninsula as a tourism destination.

F.2 Criteria

Applicants were assessed according to the following criteria:

- 1) Excellence in Field of Endeavour (20 points)
- 2) Contribution to Tourism (20 points)
- 3) Sustainability of Tourism (5 points)
- 4) Description of Accomplishments (30 points)
- 5) Visitor Expectations (15 points)
- 6) Human Resource Management (5 points)
- 7) Professionalism and Image (10 points)

G. References

“Accord de Contribution” Les Amis du village historique acadien Inc.

“Les Amis Du VHA – États Financiers Intérimaires”. Septembre 30, 2004.

“Annex A and D – Rapport sur les Résultats”. 2005.

“Budget – Les défricheurs d’eau”. Révisé Mars 9, 2004.

“Demande de financement de projet dans le cadre du <<Partenariat culturel et économique du Canada atlantique>>”. Les Amis du village historique acadien Inc. Avril 28, 2003.

“Plan d’action stratégique de commercialisation et de communication de l’événement du 400^{ième} anniversaire”. Préparé par K2 Communications+Marketing, Décembre 2003.

“Rapport d’étape du spectacle du projet Les défricheurs d’eau pour l’Association les amis du village historique acadien”. Productions KLEF, Mars 11, 2004.

“Rapport d’étape #2 du spectacle du projet Les défricheurs d’eau pour l’Association les amis du village historique acadien”. Productions KLEF, Avril 22, 2004.

“Rapport final de la production Les défricheurs d’eau”. Octobre 11, 2004.

“Rapport final pour l’Association les amis du village historique acadien du projet Les défricheurs d’eau”.

Case Study – Congrès Mondial Acadien

Table of Contents

Congrès mondial acadien	70
Project Overview	71
Project Partners	72
Case Study Evaluation Questions.....	72
Did the project attain its objectives and achieve its expected results with regard to: (a) economic development; and (b) commemoration of the 400th anniversary of l'Acadie?	72
What are the legacies of the project and will its accomplishments be sustainable?	73
What were the impacts on communities and the broader society of the celebration or event? Did the project contribute to the development of the francophone community in Atlantic Canada?	74
Were there program design or implementation issues that positively or negatively affected the project's success?	74
Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?	74
Key Findings and Considerations.....	75
 A. Number of Participants in CMA and Related Activities	76
 1. Origins of Family Gathering Participants.....	77
 3. References.....	78

Congrès mondial acadien

PROJECT AT A GLANCE

Project Information:

- Title : Société Acadie Nouvelle-Écosse 2004 (Congrès mondial acadien)
- Location: Nova Scotia
- Category: New project
- ACCEP Contribution: \$1.6 million (26%), Total Cost: \$6 million
- Project Duration: 2002 to 2004

Key Partners:

Cultural Sector – Not for Profit

Dozens of communities throughout Nova Scotia

Culture and Tourism Sector - Government

- Department of Tourism, Culture and Heritage and the Office of Acadian Affairs (N.S.), the State of Louisiana, CBC/Radio-Canada, the Province of Ontario and the Halifax Regional Municipality, Public Works and Government Services Canada, Human Resources Development Canada, Royal Canadian Mounted Police.

Cultural Sector – Private

- Sobeys, Oland's Brewery, Bay Ferries, Credit Unions/Caisse populaires, Comeau Sea Foods, Les Algues Acadiennes, Assumption Life and Transcontinental Media

Project Overview

Origins of the Project

The *Congrès mondial acadien* is an event held every five years, during which Acadians from around the world are invited to gather, to celebrate, to study, to share and to remember their Acadian identity. The first two world congresses were held in southeast New Brunswick in 1994 and in Louisiana in August 1999. From July 31 to August 15, 2004, it was Nova Scotia's turn to play host to the Acadian family.

The idea of holding the *Congrès mondial acadien* in Nova Scotia in 2004 arose out of statements by André Boudreau, the president of the first Congrès, who, as early as 1994, had announced that upcoming congresses would be held in Louisiana in 1999, and in Nova Scotia in 2004. The idea had therefore been part of the landscape since 1994. As the 1999 Congrès approached, the 2004 edition was already being considered more seriously, especially since the year 2004 would also mark the 400th anniversary of the arrival of the French in Acadie and Samuel de Champlain's first explorations.

Acadian leaders in Nova Scotia saw in this combination of circumstances an ideal opportunity to increase the visibility and pride of the province's Acadian community and give it a new momentum. With the help of a \$100,000 financial contribution from the Government of Nova Scotia, a group of Acadian leaders went to the 1999 Congrès in Louisiana to promote Nova Scotia's bid to hold the next congress. At the end of the two weeks in Louisiana, there was no longer any doubt: it was Nova Scotia in 2004.

To get the project off the ground, a group of community leaders established a corporation called the *Société Acadie Nouvelle-Écosse 2004*. Its aim was to plan and organize a whole series of activities, conferences, gatherings and shows, including the August 15th show in Halifax.

About the Project

The project's main activities included the following:

- Production of a theme song video and CD;
- Marketing campaign (Quebec, Atlantic, New England, Louisiana, etc.)
- Development and promotion of the "conference" component;
- Development of programming for the 16 days (including 4 major events);
- Production of the 400th anniversary show on August 15, 2004;
- Production and distribution of a visitors' guide;
- Production of articles on Acadie.

Project Partners

The total budget for the *Congrès mondial acadien* came to approximately \$6 million, of which some \$1.6 million (26%) was provided under the Atlantic Canada Cultural and Economic Partnership (ACCEP). The Province of Nova Scotia, through its Department of Tourism, Culture and Heritage and the Office of Acadian Affairs, also contributed largely to the funding of the Congrès.

Despite a few challenges in canvassing for private sector support, the Congrès was able to obtain financial contributions from a number of businesses. These included Sobeys, Oland's Brewery, Bay Ferries, Credit Unions/Caisse populaires, Comeau Sea Foods, Les Algues Acadiennes, Assumption Life et Transcontinental Media.

Other government departments and partners joined the list of CMA financial supporters, including the State of Louisiana, CBC/Radio-Canada, the Province of Ontario and the Halifax Regional Municipality. In addition, Public Works and Government Services Canada provided translation services, and Human Resources Development Canada contributed staff. The RCMP also played an important role during the major events.

Case Study Evaluation Questions

Did the project attain its objectives and achieve its expected results with regard to: (a) economic development; and (b) commemoration of the 400th anniversary of l'Acadie?

The Congrès mondial acadien was aiming for three (3) main spin-offs:

- Holding the 3rd Congrès mondial acadien in Nova Scotia in 2004;
- Creating sustainable economic development in Nova Scotia's Acadian communities
- Increasing the number of visitors in the Acadian regions of Nova Scotia.

With respect to the latter point, it is estimated that over 250 000 people participated in the largest cultural event ever seen in Nova Scotia, including 100 000 visitors from outside the province.

According to the approximate data provided by the Congrès in its final report, some 310 000 people took part in the Congrès and its related activities, 19% more than the objective set. Appendix A contains a breakdown of numbers by activity.

No reliable data could be obtained on the number of foreign visitors, making it difficult to say if the objective of 100 000 foreign visitors was met. However, it is known that approximately 43 000 people attended the family reunions and that slightly more than half of them, i.e. 21 461, were from outside the province. Appendix B lists the provenance of family reunion participants. However, a general conclusion cannot be drawn on the basis of this information.

According to the Nova Scotia Department of Tourism, Culture and Heritage, the tourism sector saw a 5 percent increase in the province in 2004. Government reports indicate that this seems to coincide with a global increase in the tourism sector, and may be largely due to activities surrounding the Congrès and the “Tall Ships”. It should be noted that the other Atlantic Provinces all experienced a drop in tourism in 2004.

The number of visitors seems to have increased dramatically in several Acadian regions during the summer of 2004, and particularly during the Congrès. Here are a few examples noted:

- The Congrès final report referred to a 43% increase in the number of visitors to the Historical Acadian Village in Pubnico compared to the previous year;
- The Port Royal National Historic Site recorded a 30% increase in the number of visitors, while the Grand-Pré National Historic Site seems to have surpassed expectations in terms of visitor numbers and gift shop sales;
- The Municipality of Clare welcomes between 5 000 and 6 000 visitors during a regular tourist season. During the 2 weeks of the Congrès, the municipality had over 43 000 participants at its activities. Moreover, according to a survey done by the municipality, 77% of operators saw an increase in their sales figures during the Congrès.

However, some regions did not appear to have experienced any significant increase in tourism. For example, Chéticamp usually gets approximately 30 000 tourists a year, and no increase or decrease was noted in 2004.

These results appear to support the comments gathered from respondents, although some preferred not to draw any conclusions because of the lack of data on this subject. According to one respondent, during the Congrès, some 150 people were working directly to organize events in Nova Scotia, and another 150 to 200 were working on various productions. Some respondents said they were waiting for the results of a survey by the Department of Tourism, which will provide more details about the profile of tourists in 2004 and their spending.

What are the legacies of the project and will its accomplishments be sustainable?

The Congress, as such, was a one-time event. It was never expected that the *Société Acadie Nouvelle-Écosse 2004* would continue its activities after 2004. However, it was seeking to lay the foundations for long-term spin-offs for the Acadian community. The Congrès did leave a tangible legacy. It includes bilingual signage in the Municipality of Clare, bilingual highway signs on Nova Scotia highways and the translation of part of the Department of Tourism’s website. But for respondents, the greatest achievement of the Congrès was to have contributed to the enhancement of the Acadian community and the renewal of Acadian pride. The Congrès gave Nova Scotia Acadians unprecedented visibility, recognition and self-esteem.

What were the impacts on communities and the broader society of the celebration or event? Did the project contribute to the development of the francophone community in Atlantic Canada?

Over and above the economic success, a number of respondents agree that the Congrès had major social benefits. It brought Acadians closer together. The Acadie 2003-2005 group is often given as an example. This group was made up of stakeholders from all the Acadian communities in Nova Scotia, communities that are physically distant from each other. The group was able to work together to organize major events or to find solutions to problems like accommodations for visitors. The family reunions also helped to establish ties between Acadians in Nova Scotia and those around the world. It is expected that these ties will be maintained in years to come. According to respondents, the CMA also brought the Acadians and the English-speaking population of the province closer together. A number of Anglophone communities discovered their Acadian roots. Respondents said they were particularly proud of the number of activities held in southwest Nova Scotia and in the more northern areas such as Truro or Amherst.

As proof of this new openness on the part of the English-speaking majority towards the Acadian minority, some respondents pointed to Nova Scotia's *French-language Services Act*, which was tabled in September 2004 and proclaimed in December of the same year. They say this *Act* is the result of 4 years of awareness-raising and clearly arises out of the awareness activities for the Congrès. Apparently, some English-speaking politicians even admitted that the *Act* could have had more teeth.

Were there program design or implementation issues that positively or negatively affected the project's success?

Comments about Partnership implementation were mixed. Interviews with key stakeholders reveal a quite high level of satisfaction with the program eligibility criteria. The latter were found to be appropriate and relevant, even though some groups expressed a degree of frustration.

Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?

The stakeholders' level of satisfaction drops considerably when it comes to the processing of applications and the management of files. The application form was not completely appropriate, i.e. it did not quite match with existing strategic plans of the *Société Acadie Nouvelle-Écosse 2004*, and the plans had to be amended to fit with the framework set out in the funding application. Congrès officials would have also liked to see their applications processed much more quickly. For the people in charge of managing the Congrès, the process was much too long and cumbersome. Some blame the delays on the fact that the two departments were learning to work together, but the fact remains that the slowness of the process was a major source of frustration.

Even though they would have liked to get more funding, most respondents said they were generally satisfied with the amounts obtained from the Partnership. Several respondents noted

that Partnership funding could have had an influence on obtaining funding from other sources, but that this influence was impacted by the slowness of the application analysis process. The Partnership contribution was part of a multipartite financing package in which the Partnership was one contributor among others.

Key Findings and Considerations

- The ACCEP supported the *Société Acadie Nouvelle-Écosse 2004* with the preparations for the Congrès mondial acadien 2004.
- Approximately 310 000 people participated in the Congrès and its related activities, about 19% more than the objective set.
- The data do not determine with any certainty if the objective of 100 000 foreign visitors was met.
- The number of visitors appears to have increased dramatically in several Acadian regions of Nova Scotia during the summer of 2004, particularly during the period of the Congrès.
- The most important achievements of the Congrès are that it contributed to the enhancement of the community, the renewal of Acadian pride and had social benefits.

Any future initiative of this type should take into account the following considerations:

- Designing better funding application forms.
- Processing funding applications more quickly.

A. *Number of Participants in CMA and Related Activities*

CMA 2004 Productions	Number of participants
Official opening of CMA 2004	5 000
Festival du Mitan	3 000
Le Grand Cercle	2 800
Mass and closing ceremony	10 000
400 th anniversary show	10 000
Academic conferences	2 000
Family reunions	43 000
Le Chafrail	1 000
Subtotal	76 800
Community activities	
Clare	45 000
Par-en-bas (Argyle)	15 000
Yarmouth	6 000
South Shore	5 000
Truro	5 000
Amherst	4 000
Grand-Pré area	25 000
Cape Breton	85 000
Pomquet, Larry's River	3 000
Annapolis/Port Royal	5 000
Chezzetcook	2 000
Halifax	10 000
Subtotal	210 000
Peripheral activities	
Grou Tyme	22 000
Youth gathering	350
Women's summit	150
Expo-Acadie	150
Subtotal	22 650
Grand total	309 450

Origins of Family Gathering Participants

Provenance	Number
Nova Scotia	21 585
New Brunswick	6 596
NL and PEI	1 510
Quebec	2 571
Ontario	2 254
Western Provinces	1 179
New England	3 071
Louisiana	2 271
Other U.S. States	1 886
France	72
Other	51
Total	43 046

The number of air travellers to Nova Scotia increased substantially in 2004 (+12%). The number of visitors from other Canadian provinces and U.S. markets increased (by +12% and +24% respectively) and compensated for the drop in foreign visitors (-2%).

References

Doucet, Clive, *Acadian Homecoming*, Nimbus Publishing, 2005

Congrès mondial acadien 2004, Final Report

www.gov.ns.ca/dtc/ (Nova Scotia Department of Tourism)

Case Study – Grand Bank Tourism Inc.

Table of Contents

Grand Bank Tourism Inc.	81
Project Overview	82
Project Partners	82
Case Study Evaluation Questions.....	83
Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?	83
What are the legacies of the project and will its accomplishments be sustainable?	86
What were the impacts on communities and the broader society of the celebration or event?	
Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?.....	87
Were there program design or implementation issues that positively or negatively affected the project's success?	87
Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?87	
Key Findings and Considerations.....	88

Grand Bank Tourism Inc.

PROJECT AT A GLANCE

Project Information:

- Project title: French/English Theatrical Production on the Settlement of the French to Grand Bank
- Location: Grand Bank, Newfoundland and Labrador
- Project category: New project
- ACCEP contribution: \$45,975 (60%), total project budget \$78,320.
- Project Duration: February to September 2004

Key Partners:

Culture Sector – Not-for-profit

- Société 2004 Society, Schooner Regional Development Corporation, Heritage Run Tourism Association

Culture and Tourism Sector - Government

- HRDC, Town of Grand Bank

Culture Sector – private

- Corporate sponsors

Project Overview

The project under review was titled “French/English Theatrical Production on the Settlement of the French to Grand Bank.” As the name suggests, the project was carried out in the municipality of Grand Bank, located in the Burin Peninsula, on the southern tip of Newfoundland and Labrador. Grand Bank is about 5 km from Fortune, where a ferry links Newfoundland to the nearby French islands of St. Pierre-et-Miquelon.

The Town of Grand Bank submitted the initial application, but was later advised that municipalities were not eligible applicants. The Grand Bank Tourism Committee, a town committee in the process of incorporation, later took on the project with the full support of the municipality.

The total project budget was \$78,320. ACCEP contributed \$45,975 (60%), which is less than the proponent originally requested (\$53,355). There is no clear explanation in the project summary file as to why the full amount was not approved.

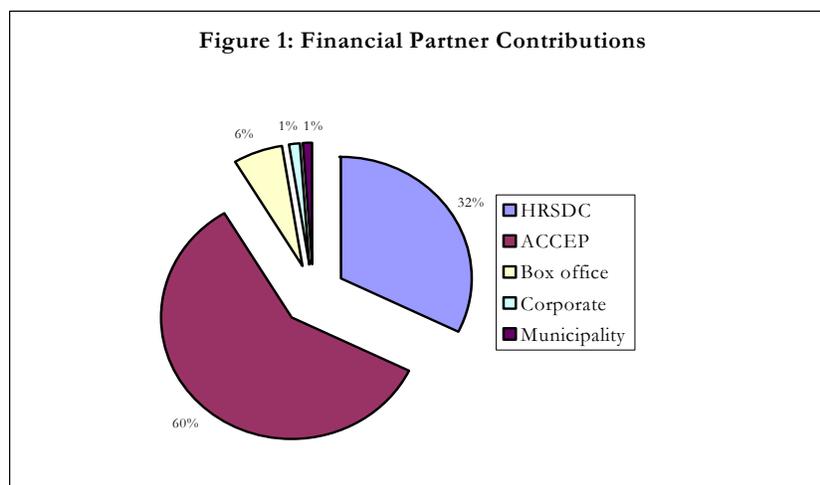
The project officially started on February 1, 2004, and ended on September 15 of the same year.

About the Show

The project involved the production of a bilingual play/dinner theatre based on the town’s long-standing relationship with the French. The play told the love story of “Nikki & Nish,” an English speaking Newfoundlander and a French maiden on the run from the British. The play used the universal language of love and laughter to celebrate the historical importance of French culture in Grand Bank as well as the interaction of different cultures within the community. The production formed part of The Grand Bank Summer Theatre Festival, which was established seven years prior. It should also be mentioned that “Nikki and Nish” was one of four main plays put on by the Festival in the summer of 2004. Other plays included “Irish Connection,” “Ed & Ed Trapped,” and “Beach Women.”

Project Partners

The project included a number of public, private and community partners. In addition to ACCEP, which contributed the largest amount to the project, HRDC provided approximately 32% of the funding in the form of grants (summer students and others). The project also obtained financial support from corporate sponsors (1.2%) and the Town of Grand Bank (1.2%). Box office revenue represents about 6% of the project’s revenues. Figure 1 below shows a breakdown of the financial partner contributions.



Grand Bank Tourism Inc. also partnered with The Société 2004 Society, an organization set up by the federal and provincial governments to promote and coordinate all Newfoundland and Labrador 2004 activities, as well as a number of community stakeholders involved in cultural and economic development. In addition to its cash contribution the Town of Grand Bank provided in-kind contributions valued at an estimated \$15,500. This included office and storage space, equipment and the facility that served as the theatre's venue. Two other organizations, the Heritage Run Tourism Association and Schooner Regional Development Corporation, provided letters of support.

Case Study Evaluation Questions

Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?

The Town of Grand Bank owes much its history to nearby fishing grounds and an ice-free harbour. It is said that original settlers thrived on trade with the French and a vigorous inshore fishing industry. In fact, French presence in Grand Bank dates back to the origins of the community, in the mid-1600s, when French fishermen settled in the area.

This rich history, combined with Grand Bank's proximity to the islands of St. Pierre-et-Miquelon, make French language and culture never too far-off in the collective mindset.

This said, it would be an overstatement to say that the 500th anniversary of French presence in Newfoundland and the 400th anniversary of the foundation of l'Acadie were top of mind in the community at the turn of the millennium. According to respondents, the project was launched largely because an ACOA representative made the community aware of ACCEP and encouraged local authorities to submit an application. Without this intervention, it is unlikely the community would have had the idea of a bilingual play for the Summer Festival.

From the community's point of view, ACCEP was seen mainly as an opportunity to expand the Summer Festival's offerings and attract more tourists from Newfoundland and elsewhere, particularly Québec. It was also admittedly part of an ongoing desire to build closer ties with St. Pierre-et-Miquelon.

The project sought to achieve the following results:

- Increase box office sales by 30% by expanding the applicant's target market to include Francophones
- Create 6 seasonal jobs by the Festival, and enhance economic benefits derived by other businesses and organizations in the region
- Celebrate and promote the French heritage and culture in the region. This is particularly important for this area of the province given its proximity to St. Pierre & Miquelon
- Creation and production of a new, bilingual play/dinner theatre to expand the applicant's Summer Theatre Festival's offerings to all audiences, thereby enhancing the attraction of the Festival to non-Francophones as well
- Expand the applicant's target market to include St. Pierre & Miquelon, and other provinces in Canada, particularly Québec, thereby enhancing the sustainability of the festival.

Based on tourism data collected by the Grand Bank Regional Theatre Festival, the year 2004 proved a major success for the Festival. Attendance at the shows increased by an impressive 143% from 2003. In addition, the average attendance per showing increased by over 35 persons. The following table shows the progression of attendance to shows between 1998 and 2004.

Figure 2: Average attendance and percentage change in attendance between 1998 and 2004⁸

Year	Total # of Showings	Total in Attendance	Average Attendance Per Showing	Percentage of Change
1998	80	964	12.05	
1999	84	1838	21.8 (+9.75)	+80.9%
2000	71	743	10.5 (-11.3)	-51.8%
2001	39	755	19.4 (+8.9)	+84.8%
2002	29	638	22 (+2.6)	+13.4%
2003	33	814	24.7 (+2.7)	+12.27%
2004	32	1925	60.16 (+35.46)	+143%

Of the four shows, "Nikki & Nish" attracted the largest audience (28.9%) and the highest average attendance (69.5). The following table provides a breakdown of attendance by show.

⁸ Figures include all company shows.

Figure 3: Attendance by show

Name of Show	Total Attendance	Total # of Shows	Ave. Attendance Per Show
Nikki & Nish	556 (28.9%)	8	69.50
Irish Connection	389 (20.2%)	8	48.63
Ed & Ed Trapped	497 (25.8%)	9	55.22
Beach Women	483 (25.1%)	7	69.00

As might be expected, the increase in attendance also boosted box office sales. In 2004, they reached \$38,891, up from \$17,415 in 2003. This represents an increase of 123%, which is well above the anticipated 30%.

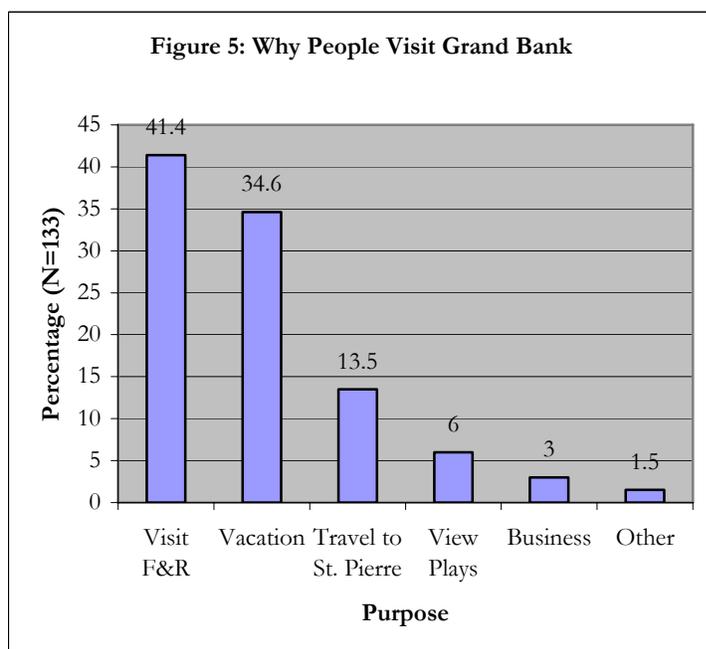
Festival survey results do not break down respondents by linguistic category, so it is not clear to what degree the increase in box office sale is directly attributable to Francophone clients. What is known however is the clientele's place of residence. In 2004, the Festival attracted significantly more clients from all locations: local, Island, Canada and Outside Canada. In relative terms, local patrons represented smaller percentage of total patronage in 2004 than in 2003.

Figure 4: Clientele by place of residence

	Local area (including Burin Peninsula)	Island (other)	Canada	Outside Canada
2003	752 (66.34 %)	184 (16.27%)	136 (12.03%)	60 (5.36%)
2004	1605 (54%)	624 (21%)	564 (19%)	178 (6%)

Based on this information, it is fair to assume that the play succeeded in attracting a considerable number of new Francophone and Anglophone clients.

This said, plays, in themselves, did not appear to carry significant tourism attraction power in 2004. As part of the ongoing research by the Festival, 133 people were asked to list what main reason attracted them to the region. The most common answer was friends and relatives (41.4%), followed by vacationing (34.6%) and stopping on the way to St. Pierre (13.5%). Only 6% were mainly attracted by plays. It is interesting to note that those who did attend plays were reportedly highly satisfied with the experience (87.2%).



A reasonable interpretation of the above data would indicate that “Nikki & Nish” and other plays succeeded in reaching more tourists who were already visiting the region for other purposes.

The Grand Bank Regional Festival did provide full-time seasonal employment to 19 people, which was up from about 8 the year before according to respondents. Other economic activities directly attributable to the project include:

- Printing 6000 bilingual brochures in Saint John’s
- advertising through various media outlets
- producing highway signage
- purchasing of supplies for the play
- catering to the dinner theatre clientele

What are the legacies of the project and will its accomplishments be sustainable?

According to those consulted, this project has excellent chances of continuing well into the future. “Nikki and Nish” was again featured in 2005 as a centrepiece of the Grand Bank Theatre Festival. In the words of one respondent “the play will have a long and healthy life.” In the future, the play is likely become part of a roster of rotating plays that are featured every second year. Some respondents discussed the possibility of bringing the play to St. Pierre-et-Miquelon.

What were the impacts on communities and the broader society of the celebration or event? Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?

According to many respondents, ACCEP funding also contributed to elevating the theatre company to new levels of professionalism. For example, the play was commissioned to a professional Newfoundland writer and playwright, Berni Stapleton. Ms. Stapleton is a highly regarded writer and performing artist who has received numerous accolades both domestically and internationally. Ms. Stapleton has now become the Artistic Director of the Grand Bank Regional Theatre Company. The company's performances, marketing and box office strategies were also greatly improved.

It also appears ACCEP played a key role in allowing the company to leverage new funding from HRSDC. Traditionally, HRSDC's contributions to the theatre were limited to student actor employment grants.

According to the respondents, the play helped to create bonds within the theatre company and the community. In the words of one respondent: "it activated the community and made it more proud of its heritage." As well, a common thread seemingly running through the respondents' comments is the notion that the play helped diminish prejudice against Francophones. "Nobody's shy about the French connection" is the way one respondent put it.

Were there program design or implementation issues that positively or negatively affected the project's success?

Those interviewed describe the eligibility criteria as appropriate. The municipality of Grand Bank submitted the original application. Since the municipality was not an eligible proponent, a new application was submitted under the name of Grand Bank Tourism Inc., a local non-profit organization. The Theatre Festival is basically a committee of Grand Bank Theatre Inc.

The application form was reportedly long to fill out. It had to be completed quickly because of some confusion about the deadline. But respondents believe ACCEP officials processed the application in a timely fashion.

Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?

Respondents express general satisfaction with the way the program was designed and implemented. To receive funding, the company had to submit 4 reports. While none of the respondents could comment on the day-to-day dealings with ACCEP officials, they expressed satisfaction with the way a local ACOA representative helped them along the way. According to the respondents, the reporting requirements were similar to those of other programs.

Key Findings and Considerations

The following summarizes the key findings from this case study:

- ACCEP supported a play titled “Nikki & Nish” in Grand Bank, Newfoundland and Labrador
- From the community’s point of view, ACCEP was seen mainly as an opportunity to expand the Summer Festival’s offerings and attract more tourists from Newfoundland and elsewhere, particularly Québec.
- Based on tourism data collected by the Grand Bank Regional Theatre Festival, the year 2004 proved a major success for the Festival.
- “Nikki & Nish” and other plays likely succeeded in reaching more tourists who were already visiting the region for other purposes.
- The project has excellent chances of continuing well into the future.

Considerations for future initiatives with objectives similar to those of ACCEP are:

- Application form could be shortened

A. References

Grand Bank Regional Theatre Festival 2004 Final Report

Project Summary File (PCH)

www.townofgrandbank.com/index.htm (Town of Grand Bank Web site)

**Case Study – 400e anniversaire de
l'établissement des Français en Amérique**

Table of Contents

400e anniversaire de l'établissement des français en Amérique.....	93
Project Overview.....	93
Origins of the Project.....	93
About the Project.....	93
Case Study Evaluation Questions.....	94
Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?	95
What are the legacies of the project and will its accomplishments be sustainable?	96
What were the impacts on communities and the broader society of the celebration or event?	
Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?.....	96
Were there program design or implementation issues that positively or negatively affected the project's success?	97
Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?.....	98
Key Findings and Considerations.....	98
A. Project Partner Profiles.....	100
B. Interviewees.....	100
C. Project Financial Profile.....	101
D. Statistical Information.....	102
E. References.....	103

PROJECT AT A GLANCE**Project Information:**

- Project title: 400e anniversaire de l'établissement des français en Amérique
- Project locations: Montreal, Halifax, Moncton. Also, planned for France in 2006-2008
- Project category: Enhanced
- ACCEP contribution: \$70,000 (23%), Total Cost: \$309,000
- Project Duration: January to December 2004, with some elements continuing to 2008

Key Partners:*Culture Sector – Not-for-profit*

- Société du musée d'archéologie et d'histoire de Montréal
- Pier 21
- Château de Nantes

University Sector – Not-for-profit

- Université de Moncton

400e anniversaire de l'établissement des français en Amérique

This report presents the findings from a case study of the Atlantic Canada Cultural and Economic Partnership (ACCEP) funded project *400e anniversaire de l'établissement des français en Amérique*. The case study methodology is described in the final report.

Project Overview

Origins of the Project

Each year, the Société du musée d'archéologie et d'histoire de Montréal (SMAHM) seeks to develop a theme for its programming. This project was conceived after the organization had already decided to have an Acadian theme in 2004. ACCEP funds served largely to enhance initiatives that were underway, as well as to assist to create a number of new ones.

About the Project

Including ACCEP funding, the Société had budgeted approximately \$300,000 towards advancing the Acadian theme. ACCEP funds were added to the general fund for all activities and events, and therefore the project funded approximately one quarter of all theme activities. The main activities and events that occurred only in 2004 were:

- Symphonies portuaires: two one-day outdoor «concerts» held in the Old Port of Montreal in February 2004 and attended by a reported 14,500 people. Show involved three boats, a train and stage performances. The boats and train horns were integral to the symphony, entitled «Hommage à l'Acadie», with performances by numerous Acadian artists;
- Conference: presented by the Société généalogique canadienne-française, session comprised a panel of four speaking on the theme «Francophones outside Québec» and was attended by approximately 60 people;
- Conference Series: eight events held at SMAHM and three at Université de Montréal, all with Acadian themes, attended by approximately 550 individuals;
- Fêtes des Acadiens: free entry was offered for Acadians to the SMAHM facility on August 15, 2004, 418 attended of which 63 self-reported they were Acadian;
- Public Market: this annual 2 day market in August had the theme «The visit of Acadians» and was attended by approximately 60,000. Numerous Acadian speakers, families, and artists

participated in the market from Atlantic Canada, including from the Village Historique Acadien.

The following initiatives occurred in 2004 when noted, but will also continue:

- Permanent exhibit: shows Montreal's cultural diversity, including Acadian contributions, through an interactive computer display allowing people to search their genealogy from 1604 until 1920. Reportedly 30,000 visited the exhibit in the first 3 months, and the computer exhibit is added to the mobile exhibit (see below) when it travels;
- Mobile exhibit (France/Nouvelle-France): Was displayed at Pier 21 in Halifax (July 2004 to January 2005) and at the Musée Acadien of the Université de Moncton⁹ (April to June 2005)¹⁰. The exhibit is currently in storage. It was to start traveling in France for two years commencing at the Château des Ducs de Bretagne in Nantes in 2005, however this has been delayed to 2006 due to major renovations underway at the facility. The exhibit will return to Canada in 2008 in time for the 1608-2008 celebrations;
- Publication entitled: «France/Nouvelle-France 2004-2008», this 132 page book will go to print in November 2005 (Editions Somogy), 10,000 copies are planned. It was co-produced with Château de Nantes, at a reported cost over \$100,000 and will be self-financed from sales. Content is from both French and Canadian authors, six are from Canada including one from Maurice Basque, from the Centre Acadien at the Université de Moncton;
- Conferences: The SMAHM holds approximately 10 conferences each year; as a result of the success of this project the organization will now present approximately two each year with an Acadian theme.

Case Study Evaluation Questions

This project presents certain challenges to evaluators because all ACCEP funds were allocated to a general budget. The ACCEP Contribution Agreement was structured in this way, and all performance reporting was provided on this basis. As a result, the project was managed as though it had one funding source, and therefore it is not possible to determine what activities ACCEP funds supported, and therefore whether these funds achieved the results intended. Because the ACCEP funding accounted for roughly a quarter of the total, we were told that a quarter of all results could be attributed to the ACCEP funds.

In these circumstances, because it was felt that the objectives, terms and conditions pertaining to the non-ACCEP funds were sufficiently aligned with those of the ACCEP funds, we conducted a general review of the overall project. However, we also focussed on one of the project initiatives

⁹ Note that only 200 square meters of the exhibit toured to Pier 21 and the Musée Acadien because their sites are too small. The full exhibit is 600 square meters and it will go to France.

¹⁰ The exhibit was to be displayed at the Musée Acadien starting in January however this was delayed until late March because the space was occupied by another exhibit that was held over because Louisbourg, where that exhibit was to go on display, was undergoing renovations. As a result, the France/Nouvelle-France exhibit was put into temporary storage until late March 2005.

that seemed most aligned with the objectives of ACCEP, the partnering of the SMAHM with organizations in Atlantic Canada to design and present the mobile exhibit.

Did the project attain its objectives and achieve its expected results with regard to: (1) economic development; and (2) commemoration of the 400th anniversary of l'Acadie?

Project participants reported this project was unlike the larger ones in that it was not focussed on generating economic impacts by creating a new major tourist attraction, such as Les Défricheurs d'eau. The funding served to enhance the SMAHM's programming for 2004, this organization's mandate does not include tourism development. The SMAHM estimates however that 35% of its visitors are tourists.

There were however some indications of economic impact from both SMAHM and the Atlantic Canada partners. SMAHM provided contracts and honoraria to suppliers, artists and Acadian families, among others, to implement the initiatives. Also, the Atlantic Canada organizations hired temporary assistance for specific, short-term tasks to help prepare their installations for the mobile exhibit. And the indoor exhibits required an entrance fee, thus generating revenue for the hosts.

Overall attendance at the SMAHM in 2004 was 320,000, down from 340,000 in 2003 when the organization hosted the Dead Sea Scrolls, an event that attracted international attention. For this reason, 2002 was felt to be a more appropriate comparison year, when there were 280,000 visitors, the increase in 2004 was reportedly directly attributed to the Acadian programming.

In Moncton, the Musée acadien was closed in 2003 for renovations, and while it does not track visitors, overall attendance was felt to have increased compared to 2002 due to the presentation of the mobile exhibit, although the increase was also a result of the renewal of the site. And in Halifax, Pier 21 reported that an estimated 65,000 viewed the exhibit, many were US visitors off cruise ships, a market targeted by the organization. As well, there was an estimated 20% increase in visits from Nova Scotia school groups, also targeted by the promotional program for the exhibit.

The project participants pursued primarily cultural development objectives through this project. The SMAHM reported that there are 1 million Montrealers of Acadian heritage; that so many participated in the cultural programming was felt to be testimony to the contributions of the project to ACCCEP objectives. The organization felt it was essential for it to play a leading role in the celebrations given its mandate, much as it did in the 2001 anniversary celebrations of the Grande Paix de Montréal, when a peace agreement was signed with the Iroquois in 1701.

SMAHM has considerable archaeological expertise, many Acadian artefacts, including construction and farming tools and domestic items, which figured prominently in all exhibits. Participants emphasized the educational aspects of the programming, through the various exhibits and colloquia, and interpreters at all sites were trained to respond to queries on the program. Also, an education kit was developed for the mobile exhibit to support the training effort.

At Pier 21, the professional, high quality exhibit fit into the organization's new vision to become Canada's immigration museum. The organization has a five-year plan, that started in 2003, to achieve this and credits ACCEP with making an important contribution. For the Musée acadien, 2004 was targeted for renewing its permanent collection and exhibit hall in light of the celebrations. The approximately 250 square metre space has been renewed and the mobile exhibit was among those showcased that year. Both hosts reported a very high level of satisfaction with the educational, artistic and historical value of the exhibit. Elementary schools were targeted, and numerous school tours were conducted at both sites.

The European dimension of this project was undertaken in collaboration with the city of Nantes, in France. This city was the departure point for many of those who were to become Acadians, and thus the Acadian story is considered very much a part of French history. The French also view the experiences of Acadians as a success story, and the mobile exhibit will provide an opportunity to promote this part of France's heritage.

What are the legacies of the project and will its accomplishments be sustainable?

All those consulted in this case study emphasized the importance of the project in initiating partnerships that would not have occurred otherwise, and that are continuing. SMAHM curators worked with colleagues in Nantes, Halifax, Moncton, and St. Croix in the US to obtain artefacts for the exhibit. The Château was an equal partner in preparing both the mobile exhibit and the publication, one estimate is that they contributed over \$400,000 to activities related to the project.

The well-received results of the partnerships were attributed to a high commitment of all to its objectives, and because of its success ongoing collaborations continue, most notably the publication. SMAHM also reported an even greater awareness of the Acadian culture and, as a result of the project, the Acadian theme will inform future programming. For example, in 2005, two colloquia had an Acadian theme. Pier 21, which recently received \$1.5 million to support its new vision and five-year plan, is consulting SMAHM on possible approaches to realize the vision.

In New Brunswick, the project brought new ideas to the professional community. Greater consideration is being given to creating temporary mobile exhibits, for example one is being considered with the New Brunswick museum on war. Because of its innovative and professional nature, the project is attributed with strengthening the lines of communication among New Brunswick museums.

What were the impacts on communities and the broader society of the celebration or event? Did the project (if so how) contribute to the development of the Francophone community in Atlantic Canada?

The populations reported to have been targeted to attract to project initiatives included university audiences in Montreal, France and Moncton; Acadians in Halifax, Moncton and Montreal; and

Francophones, tourists and the general population at all locations¹¹. All told, over 115,000 visitors participated in the different activities and events¹². Project participants consulted gave testimony of the often powerful impact of participating. An extensive media file was compiled reflecting considerable coverage by the Journal de Montréal, The Daily News from Halifax, Le Devoir, numerous websites including that of a federal Member of Parliament, and radio coverage. Most pieces referred to either the Port Symphony or the Public Market in Montreal.

The partnerships between the SMAHM and the Atlantic Canada organizations also raised awareness in Montreal of the significance of a larger, collective Francophone and Acadian history. It was pointed out that by partnering smaller Atlantic Canada organizations with a large organization in a large, cosmopolitan city, the Acadian story was brought to many who may not otherwise have been exposed to it. This was also reported in Halifax, which is not known as an Acadian city. SMAHM also put emphasis on ensuring that Aboriginals were featured prominently in all initiatives.

Pier 21 reported strong media interest and great satisfaction with the quality of the exhibit among those who attended. And while there were expectations that the exhibit would attract much greater crowds, it was felt that other events such as the Congrès mondial acadien and the Tall Ships may have detracted potential visitors.

When the exhibit went to the Université de Moncton, the exhibit was promoted through various media. Over 500 visited the museum, including school groups and L'Alliance Française. Although the visits cannot be directly attributed to the exhibit, the organization was confident that the exhibit, with its modern and innovative design, played an important role in attracting them. The design also inspired museum staff to bring new ideas into future exhibits, France/Nouvelle-France was the most modern they had presented.

Were there program design or implementation issues that positively or negatively affected the project's success?

Project participants spoke very highly of the program design and its flexibility. The proposal was submitted on October 1, 2003, the letter of acceptance was dated February 24, 2004, and the contribution agreement was signed on March 24, 2004. Program staff were reported to be very accessible and supportive of SMAHM in implementing the project, and participants felt that ACCEP financial and performance reporting requirements were appropriate. While all stated that they would still have contributed to the anniversary celebrations without the ACCEP funding, all funded activities were incremental. For example, Pier 21 and the Musée acadien both reported that the fee they paid for the exhibit was roughly half of what such exhibits would normally cost, which enabled a second celebration exhibit to be held in 2004. While Pier 21 attracted provincial funds to create an education program around the exhibit, the other participants reported that the exhibit did not assist them to attract additional project funding.

¹¹ Note that an individual may have been targeted multiple times through multiple media, for example students targeted to attend colloquia through promotional material at l'Université de Montréal were also targeted to attend the Port Symphony through French language radio interviews.

¹² Note that many individuals were counted multiple times, either when they attended an event more than once or more than one event

Are project stakeholders satisfied with the way the Partnership was designed and delivered, and did it achieve more than ACOA and PCH could have achieved on their own through the project?

The Québec-Atlantic Canada partnerships would not have been created if this project were sponsored by ACOA because the SMAHM, the project lead, is not in Atlantic Canada. As noted above, however, there was limited evidence demonstrating this project contributed to economic development in Atlantic Canada. Most of the jobs and tourism impacts occurred, or will occur, in Montreal and in France where most of the activity will occur.

At the same time, the amount of funding received was less than originally requested, however no concerns were raised in this regard. As well, numerous comments were made by Pier 21 and Musée acadien that this was an important capacity building project that, in the case of Pier 21, could contribute to raising the future attractiveness of Halifax to tourists. SMAHM staff travelled to the Atlantic Canada site to introduce the exhibit and train Pier 21 guides and other personnel on its presentation. As well, a case could be made that the project increased exposure to Acadian culture to SMAHM's 320,000 visitors in 2004, and therefore may have increased their appetite to travel to Atlantic Canada.

Key Findings and Considerations

- This project made important contributions to strengthening the culture sector in Atlantic Canada and the Acadian community in Montreal. Numerous quality events were well received and attended by many visitors, and project participants were very satisfied with the results. The project was particularly effective at raising awareness in Montreal of both the 400th anniversary and the richness of Francophone culture in Canada outside Québec.
- The project benefited from the high level of professionalism of the lead organization which has a strong track record in producing programs of this nature. This expertise contributed to building capacity of cultural organizations in Halifax and Moncton.
- Enduring partnerships were created as a direct result of this project among the participants, particularly between Halifax, Moncton and Montreal, and Montreal and Nantes, France.
- The lead applicant demonstrated considerable proficiency in promoting initiatives through the media, and tracking the results of these efforts. This is commendable given the challenges in assessing outcomes of cultural development initiatives.
- The mandates of the partner organizations are only tenuously linked to economic development objectives, and there was limited evidence that the project contributed to the economic development of Atlantic Canada.
- This project supported activities targeting many different populations through numerous initiatives. Because it is not possible to identify which activities were supported by ACCEP, it is not possible to identify the results that can be attributed to the program.
- The identification of the economic impacts of this project may have been possible with the participation of an organization from the tourism sector on the project team. For example,

this project gathered in Montreal significant numbers of people with an interest in Acadian culture and, therefore, who may have been targeted by Atlantic Canada tourism development organizations.

B. Project Partner Profiles

Organization	Location	Profile	Role
Société du musée d'archéologie et d'histoire de Montréal	Montreal	Created in 1992 in Old Montreal, this organization's mission is twofold: "to conserve and exhibit the archaeological and historical heritage of Montréal, and to bring visitors to understand and love the city as it was and is, so that everyone can make a more active contribution to its present and future."	Conception, production and management of all activities and events contributing to the 2004 theme: "France Nouvelle – France, Naissance d'un peuple français en Amérique".
Pier 21	Halifax	This exhibit hall reopened as a national historic site in 1999 in recognition of Pier 21 being the arrival point of over a million immigrants to Canada from the 1920s to the 1970s.	Host for mobile exhibit "France Nouvelle – France"
Université de Moncton, Musée Acadien	Moncton	The Centre d'études acadiennes has a mandate to acquire, preserve, and make accessible artefacts and documents supporting Acadian studies, the museum contributes to this mandate	Host for mobile exhibit "France Nouvelle – France"
Château de Nantes	Nantes, France	Constructed in the 13 th Century, this castle became the property of the city of Nantes in 1915. Today the castle houses a museum portraying the history of Nantes. The facilities are currently undergoing major renovations.	Host for mobile exhibit "France Nouvelle – France" 2006-2008

B. Interviewees

Name	Position	Organization	Project Role
Louise Fiset	Project Officer	Canadian Heritage	Project analyst

C. *Project Financial Profile*

The information below compares the proposed project budget with actual receipts. The reduction was not reported to have materially affected the project.

Organization	Proposed Budget	Actual Receipts	% Change
Musée d'archéologie et d'histoire de Montréal	\$ 250,000	\$ 163,190	-35%
Ministère de la culture et de communications	\$ 25,000	\$ 26,082	4%
ACCEP Program	\$ 150,000	\$ 70,000	-53%
Accord Canada-France	\$ 50,000	\$ 50,000	0%
Fondation du musée	\$ 60,000	\$ 0	-100%
Musees francais	\$ 30,000	\$ 0	-100%
Ville de Montreal	\$ 90,000	\$ 0	-100%
Sponsors	\$ 60,000	\$ 0	-100%
Other PCH	\$ 85,000	\$ 0	-100%
Other (in-kind)	\$ 80,000	\$ 80,000	0%
Total	\$ 880,000	\$ 389,272	-56%

D. Statistical Information

Table D-1: Visitors to the Musée acadien de l'Université de Moncton during the exhibit France/Nouvelle-France.

Date	Number of Visitors
March 29-31	86
April	671
May	524
June 1-5	130
Total	1411

Table D-2: Selected guided tours of the Musée acadien de l'Université de Moncton during the exhibit France/Nouvelle-France.

Date	Number of Visitors/Group
March 30, 2005	12 (guided tours)
March 31, 2005	23 kindergarten pupils (École Amirault)
April 1, 2005	13 students (kindergarten to 8 th grade) (Adventis Christian School)
April 1, 2005	12 adults (immersion students)
April 2, 2005	7 adults (Katimavik)
April 2, 2005	34 pupils (2 nd grade) (École Père Edgar T.-LeBlanc)
April 9, 2005	12 adults (Katimavik)
April 22, 2005	23 youths (French pupils exchange and École Clément-Cormier)
April 26, 2005	30 youths (NB Young Leaders)
April 26, 2005	24 pupils (French pupils exchange and École Samuel de Champlain)
April 27, 2005	30 pupils (Garderie Le Garoussi)
April 29, 2005	18 youths (École de musique du Québec)
May 5, 2005	50 youths (Dieppe France exchange and Dieppe, N.-B.)
May 6, 2005	6 pupils ()
May 9, 2005	15 students (Moncton High)
May 10, 2005	10 people (Centre d'apprentissage Flora-Cormier)
May 12, 2005	24 students (École Barrington Municipal High School)
May 24, 2005	12 pupils (École Montessori)
May 25, 2005	14 adults (immersion students)
May 28, 2005	11 adults (Katimavik)
May 29, 2005	25 adults (France-Canada)
June 2, 2005	23 pupils (kindergarten) (École Amirault)
June 2, 2005	55 pupils (6 th grade) (École Anna-Malenfant)

E. References

Dorey, Barry. "French History on Tour." The Chronicle Herald Halifax July 3, 2004.

Harel Drouin PKF. Société du Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "État des revenus et dépenses admissibles Projets thématiques sur le 400^e anniversaire de l'établissement des Français en Amérique Pour la période du 1^{er} avril 2004 au 31 mars 2005".

Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "Exposition itinérante dans le cadre des festivités entourant le 400^e anniversaire de l'implantation française au Canada, en Acadie".

Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "France Nouvelle-France."

Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "La Recrue: France Nouvelle-France." Bulletin de liaison des Amis de Pointe-à-Callière, Vol 10, no3, été 2004.

Pointe-à-Callière. Revue de Presse. "L'implantation française en Amérique Acadie."

Société du Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "Assemblée générale annuelle des membres de la société". Procès-verbal Assemblée annuelle 2 février 2002.

Société du Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière. "Lettres Patentes".