



## ANNUAL REPORT 2005-2006



SERVING QUEBEC'S ENGLISH-SPEAKING COMMUNITY SINCE 1995

**QC** Quebec  
**GN** Community  
Groups  
Network

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# TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT .....	4
MESSAGE FROM THE EXECUTIVE DIRECTOR .....	5
MOVING FORWARD .....	6
KNOWLEDGE GENERATION .....	6
COMMUNITY DEVELOPMENT .....	8
POLICY AND PUBLIC AFFAIRS .....	10
ORGANIZATIONAL AND PROFESSIONAL DEVELOPMENT .....	12
MEMBERSHIP AND GOVERNANCE .....	14
MANAGEMENT, ADMINISTRATION AND COMMUNICATIONS .....	15
CONCLUSION .....	16
QCGN MEMBERS.....	17

## MESSAGE FROM THE PRESIDENT



MARTIN P. MURPHY  
B. COMM., ED. D.  
QCGN PRESIDENT

**“OUR  
CONFIDENCE  
IN OUR SHARED  
CAPACITY TO BUILD  
THE FUTURES OF  
OUR COMMUNITIES  
COMES FROM THE  
EXCEPTIONAL  
EFFORTS OF THE  
MEMBERS OF OUR  
QCGN FAMILY.”**

It is interesting how changing times can bring one's appreciation of positive things to a new level of focus and clarity. The Quebec Community Groups Network has taken significant steps since 2003-2004 to respond to the evolving needs, priorities and changing circumstances of its members and the English-speaking communities of Quebec.

This organizational renewal effort has allowed me to appreciate more than ever before the tremendous work the QCGN has accomplished and continues to undertake on behalf of the English-speaking communities of Quebec.

There were many outstanding achievements in 2005-2006. In particular, there were three important milestones in our organizational renewal journey.

Firstly, the completion of the Community Development Plan, which established an orientation for the continuing development of the English-speaking communities of Quebec into the future.

The plan outlines “a road map for how resources and talents can be mobilized, networks strengthened, institutional and organizational capacity built and a new generation of leaders can emerge.”

Secondly, the adoption of a new five-year Strategic Plan, which focuses the QCGN on four key objectives:

- Progressively develop a comprehensive knowledge base to support evidence-based community development among its members,
- Renew its approach to community development so that its members have access to the most current models and strategies for effectively nurturing community growth and vitality,
- Improve its capacity to influence government so that public programs and services respond more adequately to the needs and priorities of the English-speaking communities in Quebec, and

- Enhance its organizational and professional development capacity so that it provides learning and training opportunities to enhance the skills and competencies of its members.

Thirdly, the endorsement of the Operations Plan, which outlines the critical path to be followed to implement our multi-year plan.

Our work does not end here, however. These plans must be evaluated, updated and adapted as environments evolve and organizational capacity shifts. If the QCGN is to continue to help its members be innovative and effective community architects, these plans which guide our organizational efforts must receive ongoing attention from members and community leaders.

Our confidence in our shared capacity to build the futures of our communities comes from the exceptional efforts of the members of our QCGN family. The members are not only expecting change, they are leading it and embracing it. I wish to thank all of our volunteers and staff who have given so generously to the QCGN over these last years of organizational development and change.

I especially want to thank our Executive Director, Deborah Hook, who will be pursuing a new chapter in her professional career in the coming months. Deborah has given unselfishly of her talents, wise counsel and energy since her appointment in May 2000. We will miss her sorely. The QCGN now has a solid foundation and a promising future, thanks in large part to Deb's contribution, dedication and inspiration.

As I mentioned above, these changing times have brought focus and clarity to the QCGN and its future direction. I know that the organization will continue to produce positive benefits for its members and the English-speaking communities of Quebec far into the future.

## MESSAGE FROM THE EXECUTIVE DIRECTOR

**A**nother productive year for the QCGN has come to an end. It has been a time of significant progress as the organization has moved to implement its renewed Strategic Plan. This year's Annual Report is based upon the structure of the Strategic Plan. It will also provide a report on the activities that we have undertaken in pursuit of our principal objectives and the generation of key benefits for our members and the English-speaking communities that they work so hard to serve.

As I reflect on the work that has brought us to this juncture in the organizational life of the QCGN, I am more and more aware of the need for the English-speaking communities of Quebec to renew their efforts to plan for long-term and sustainable development. The Community Development Plan that was published and distributed this year, following a year of intense community consultations, clearly demonstrated that the English-speaking communities of Quebec continue to face significant demographic, social, economic, cultural, institutional renewal, leadership and political challenges. In this context, we all share the collective responsibility of helping the English-speaking communities of Quebec maintain a collective sense of identity and confidence to continue to build upon their assets, adapt to new realities and thrive and be vigorous.

Indeed, it has been my experience over the last few years that effective community development must be comprehensive and horizontal in nature. It must reach out and engage local, regional, provincial and sectoral organizations in collaborative efforts to build community capacity. As an organization of community development practitioners and architects, the QCGN must strive for greater and greater inclusiveness in order to deal with the interrelated and interdependent realities of social, economic, cultural and political development, as well as local and regional community renewal. As an organization dedicated to the vitality of our communities, the QCGN must be the forum that brings together the skills, assets, resources, networks

and people required to build community visions and implement effective development strategies.

To assist our members and other community architects, the QCGN has decided that its essential roles in the next few years are those of active community development facilitator and advocate. With its renewed Strategic Plan, the QCGN has positioned itself to help the English-speaking communities of Quebec adopt a longer-term community development perspective, favoring progress through partnerships and focusing on the creation of tangible benefits that enhance the quality of life and vitality of our communities.

The implementation of these new roles and directions has required a tremendous investment of time, energy and dedication on the part of the members, the Executive Committee, the Board of Directors and the staff. It has also enabled us to work more closely with a number of key stakeholders including several federal government departments and the Privy Council Office, as we initiated some of the key programs and initiatives that flow from the plan.

My personal assessment of the QCGN's progress has brought me to a personal decision about my own professional future. I have been proud to make a contribution to the development of the QCGN's renewed vision and strategic direction, as well as having designed and implemented some of the first initiatives that will enable the organization to successfully pursue its desired future. After six years as Executive Director, however, I believe that the time has come for me to pursue other professional interests.

I believe that the QCGN has the ability and the potential to achieve its vision and fulfill its mandate. I believe it is vital for the continuing development of the English-speaking communities of Quebec that the QCGN be successful in its chosen course. I thank all of the volunteers, staff and partners who have supported me throughout my tenure, and I wish success and long life to the QCGN.



DEBORAH HOOK

**“IT IS VITAL FOR THE CONTINUING DEVELOPMENT OF THE ENGLISH-SPEAKING COMMUNITIES OF QUEBEC THAT THE QCGN BE SUCCESSFUL IN ITS CHOSEN COURSE.”**

# MOVING THE AGENDA FORWARD

In 2005-2006, the QCGN approved its five-year Strategic Plan (2005-2006 to 2009-2010) and endorsed its companion Operations Plan which maps out the first two years of programming under six key strategic areas.

They are Knowledge Generation, Community Development, Policy and Public Affairs, Organizational and Professional Development, Membership and Governance, and Management, Administration and Communications.

This Annual Report provides a review of the progress achieved in each of these areas.

## KNOWLEDGE GENERATION

QCGN members are community development practitioners and architects who are dedicated to nurturing the development and the vitality of the English-speaking communities of Quebec.

Given these significant challenges, QCGN members need access to a comprehensive knowledge bank that can help them design innovative, evidence-based strategies that respond to their communities' own needs and priorities.

This knowledge must not only be historical and current, but must also provide a prospective view to assist members in designing longer-term, more sustainable community development strategies.

Consequently, the QCGN has embraced knowledge generation and dissemination as a foundational organizational priority. To pursue this priority in 2005-2006, the QCGN:

The communities face a number of significant challenges, the most fundamental being to maintain a sense of collective identity in order to thrive and grow in a minority language situation.

To help these communities, QCGN members focus on finding solutions to a number of critical issues:

- Addressing the impacts of demographic decline on the social economic, cultural and political fabric of their communities,
  - Ensuring access to public services in English in vital areas of health and social services, justice, education, culture and economic development,
  - Nurturing public "spaces" where members of the English-speaking people of Quebec can come together, especially in more isolated regions where populations are dispersed, and
  - Working in partnership with the Francophone majority of Quebec to build a better quality of life for all Quebecers.
- Consolidated and started to disseminate the knowledge-base it currently has available on the English-speaking communities of Quebec,
  - Constructed the infrastructure for a more complete virtual library on Quebec's English-speaking population,
  - Initiated the design of a research project to examine the vitality factors that have shaped and more importantly will shape the community over the next five to ten years, and
  - Facilitated current knowledge generation activities.



*Hands on introduction to the VCRB with Stephanie Maynard of the Quebec 4-H Association.*

# KNOWLEDGE GENERATION

Results in this programming area have been encouraging. The QCGN established a "Virtual Community Resource Base" (VCRB). It is built upon a web-based infrastructure that can progressively expand to accommodate new data and information on the English-speaking population of Quebec. Presently, the VCRB is in its pilot stage and features a daily policy briefing to members on issues that are of interest to them. It also contains Human Resources Tool-Kit which was developed this year.

When completed, the VCRB will provide: general demographic profiles, survey results on specific issues, information on community development approaches including a community development tool kit, a section on organizational and professional development, and a virtual data library with abstracts related to the history culture, political and economic development of the English-speaking communities of Quebec.

In 2005-2006, the QCGN also followed up on its very successful Research Conference that was held in February 2005. During this conference, participating researchers indicated that they needed a network to connect with each other and share professional interests. To assist, the QCGN developed and distributed a "List Serv", which is an electronic inventory of researchers complete with their specific research interests and contact information. In 2006-2007, the QCGN will continue to facilitate the development of a more formal research network so that interested parties can get together, share information and hopefully increase their collaboration on research initiatives.

In keeping with the spirit of facilitating and supporting research initiatives on the English-speaking communities of Quebec, the organization also participated in the development of a CROP survey that was led by the

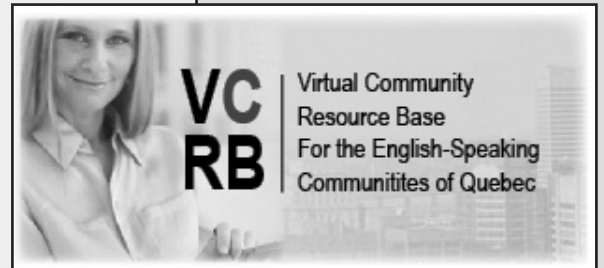
Community Health and Social Services Network which is a member of the QCGN.

The survey interviewed 3,129 English-speaking Quebecers and 1,002 Francophones in all regions of Quebec in order to measure their general satisfaction with access to specific types of services (community health centre/CLSC, hospital emergency, doctor in clinic, etc.). The survey also measured how often people used those services. The results indicate that there is still a significant amount of work to do in this area. The survey provides important data that can assist QCGN members and other community architects in improving the access and delivery of health and social services. The full report is available on the CHSSN web site at [www.chssn.org](http://www.chssn.org).

This year, the QCGN also initiated the design of a community vitality study to examine the driving forces that have shaped and will shape the English-speaking communities in Quebec in the next five to ten years. The professional researchers involved in this study are Richard Bourhis of *L'Université du Québec à Montréal* and Rodrigue Landry from the Moncton Institute on Official Languages.

In 2006-2007, the QCGN will consolidate the knowledge generation work that it initiated this year. In so doing, the QCGN will: provide community access to a fully functional, on-line, interactive knowledge-base; promote the understanding of the English-speaking population and its social, economic, cultural and political characteristics; and contribute to the development and implementation of members' evidence-based community development strategies.

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A SENSE OF  
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IDENTITY IN  
ORDER TO THRIVE  
AND GROW IN A  
MINORITY LANGUAGE  
SITUATION.**



*(Photo at right)  
Alexander Reford and  
Pamela Andersen of  
Heritage Lower St.  
Lawrence attend the  
Strategic and Operational  
Planning workshop.*

The English-speaking communities of Quebec continue to work together to promote their mutual interests.

Whether these efforts are initiated locally, regionally, provincially, nationally or by communities of interest, Quebec's English-speaking communities share a common language and face the collective challenge of nurturing their vitality and growth in a minority language context. In these circumstances, the destiny of one community is often related to the destinies of all through intertwined and interrelated social, economic, cultural and political interests and dynamics.

There are many factors that combine to make increasing collaboration a critical element in maintaining sustainable minority language communities across Quebec.

Those factors include: changing demographics, declining influence of established institutions, evolving multi-cultural characteristics of the English-speaking population in Quebec, youth migration, the arrival of newcomers, the changing economic bases of communities (especially those in rural and more isolated regions), the need for cultural expression, the desire to contribute to the overall development of local, regional, provincial and national communities, and the changing capacity and roles of governments.

In its renewed strategic plan, the QCGN recognizes the emerging challenges that are related to the long-term, sustainable development of minority language communities in Quebec. This view helped to shape a number of its initiatives in 2005-2006.



The QCGN facilitated multi-regional and multi-sectoral collaborations in order to gather the skills, resources and networks required to address important development challenges. It also explored how members might rejuvenate their long-term community development thinking and action. Also on this front, the QCGN nurtured and expanded its partnerships with the Government of Canada under the Action Plan to support the development of minority language communities across Canada.

In 2005-2006 the QCGN facilitated the development of a project which will provide discussion forums to assist the English-speaking communities of the Greater Montreal Region in identifying and addressing common issues and challenges. It initiated the creation of a Youth Network to provide English-speaking youth from across the province with a forum that could identify their own solutions to issues facing young English-speaking Quebecers. It launched the development of an Economic Development Coordination Table to bring together business and economic development leaders to consider a more coordinated and coherent approach to economic development within the English-speaking communities in this province.

**THE JUSTICE  
PROJECT WILL HELP  
TO DETERMINE THE  
STATE OF ACCESS TO  
JUSTICE SERVICES  
IN ENGLISH IN  
QUEBEC. THE  
PROJECT WILL  
ASSESS SERVICE  
NEEDS, IDENTIFY  
GAPS AND MAKE  
RECOMMENDATIONS  
TO IMPROVE ACCESS  
IN ENGLISH.**



The QCGN also moved forward with a project to rejuvenate minority language community development approaches. The rapidly changing context of the English-speaking minority communities in Quebec provide an opportunity for members to reconsider and, if required, redesign their community development models and toolbox.

In 2006-2007, this initial effort will be expanded into a formal review so that members can determine how to continue to optimize their development contributions in the coming years.

In terms of specific initiatives undertaken under the Official Languages Action Plan, the QCGN continued to manage the Health and Social Services Networking and Partnership Initiative (HSSNPI).

The HSSNPI, financed by Health Canada, supports ten community organizations that work with public sector service providers to improve access to health and social services in English in their respective communities. In June 2006, the program's phase one evaluation will be available. This evaluation will enable the QCGN along with the initiative's partners and participants to assess performance so far and make adjustments as required.

This year, the QCGN initiated an Access to Justice Project. The first phase of the project was funded by Justice Canada. The project will help to determine the state of access to justice services in English in Quebec. The project will assess service needs, identify gaps and make recommendations to improve access in English. In 2005-2006, the research methodology was developed, including nine different questionnaires focusing on the experiences of both individuals involved in the administration of selected justice services and those

who need to access these services in one capacity or another.

While under-employment by English-speakers in the federal public service in Quebec remains a difficult problem to solve, the Public Service Commission designed and delivered a number of innovative and proactive initiatives to support English-speaking individuals seeking employment with the federal government. The Ambassador Program in English CEGEP's and universities provides information and guidance on career opportunities in the public service. A recently released DVD attempts to demystify the bilingualism requirements of the public service of Canada and encourage members of Quebec's minority language communities to apply for positions.

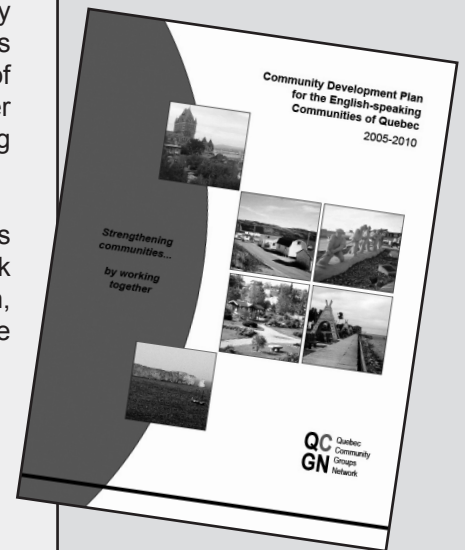
Finally, the QCGN continued to work effectively with the Department of Canadian Heritage in designing and delivering a variety of community support programs and projects. This department has been a stalwart of support for our communities over the years, and its active and ongoing assistance is much appreciated.

All of the QCGN efforts under this component of the Strategic Plan seek to enhance community collaboration, mutual support and effective collective action.

Rethinking current community development approaches assists members in improving the work that they do on behalf of the communities they serve.

Continuing to work with the Government of Canada's Official Languages Action Plan provides the minority language communities of Quebec with additional capacity to respond to their key development challenges.

**RETHINKING  
CURRENT COMMUNITY  
DEVELOPMENT  
APPROACHES  
ASSISTS MEMBERS  
IN IMPROVING THE  
WORK THAT THEY DO  
ON BEHALF OF THE  
COMMUNITIES THEY  
SERVE.**



*Find an on-line version of the Community Development Plan at [www.qcgn.ca](http://www.qcgn.ca).*

**QCGN HAS COMMITTED ITSELF TO PLAYING A STRONGER ADVOCACY ROLE ON BEHALF OF ITS MEMBERS SO THAT THEIR VOICES ARE HEARD AND CONSIDERED IN A TIMELY FASHION WHEN GOVERNMENTS CRAFT AND UPDATE LEGISLATION AND PROGRAMS THAT COULD AFFECT THEM.**

*Deborah Hook shakes hands with Official Languages Commissioner Dyane Adam.*



**A**s minority language communities, the English-speaking communities of Quebec are affected by a number of legislative, regulatory, policy and program frameworks and initiatives.

These public policies range from Charter provisions and the Official Languages Act to legislation governing education, health and social services, cultural development, electoral reform and economic development.

The QCGN recognizes in its renewed strategic plan that its members need the support of a policy context that is conducive to the growth of strong and dynamic English-speaking communities throughout Quebec. It determined that many current policy frameworks related to key areas of community vitality must be revisited and, if required, adapted to take into account evolving needs and priorities.

To accomplish this, the QCGN has also committed itself to playing a stronger representational and advocacy role on behalf of its members so that the voices of their communities are heard and considered in a timely fashion when the federal and provincial governments craft and update legislation and programs that could affect them.

In 2005-2006, the QCGN initiated a program called Policy Watch, which is presently featured on its Virtual Community Resource Base (VCRB).

This initiative permits the organization to monitor public issues and views, and it provides daily and monthly briefings to members on these subjects.

This service is not only informational; it is also intended to inform the decision-making of members and support the public positions they might want to adopt vis-à-vis any number of policy issues. After a fairly lengthy testing period, which will extend into 2006-2007, Policy Watch will become a permanent component of the QCGN's policy programming.

The QCGN also initiated discussions on a policy assessment project that would enable its members to revisit and review a number of policy frameworks that have shaped government support for the development of minority language communities in Quebec. The purpose of the proposed review is to assess whether or not key policy frameworks continue to provide optimal support for the vitality and growth of the English-speaking communities of Quebec. This specific initiative will be formally launched in 2006-2007.

Over the course of the last year, the QCGN continued to actively represent the interests of its members and the communities they serve. It submitted a mid-term report on the Official Languages Action Plan to the Government of Canada. In its review entitled *Taking Stock*, the organization stated that the plan had injected new momentum into the promotion of the linguistic duality of Canada. It also observed that the Action Plan had generated uneven immediate and intermediate results for the English-speaking communities of Quebec.

The QCGN recommended that in order to improve the effectiveness of the implementation of the plan, the government should place greater emphasis on co-management in the design and delivery of specific initiatives. The QCGN advised the government to recognize that most of the community vitality issues to be addressed under the Action Plan are related to provincial responsibilities.

As a result, the QCGN recommended that the government focus its efforts on generating increased community capacity as the key strategy to creating the federal, provincial and community partnerships essential to success of the Action Plan.

The QCGN continued to work with the government to improve the implementation of the plan and led two community consultations (one in Fall 2005 and the other in Spring 2006) to ensure community input into the government's thinking on this matter. In 2006-2007, the QCGN will begin a more formal process of evaluating the effectiveness of the Official Languages Action Plan and positioning itself relative to the plan's possible renewal in 2008.

The QCGN also supported the adoption of Bill S-3 which was championed by Jean-Robert Gauthier, a retired Ontario senator and life-long champion of official-language minorities. The bill, which was adopted and received royal assent on November 25, 2005, explicitly recognized the federal government's legal responsibility for promoting the vitality of minority language communities across Canada. The bill also clarified the right to use legal recourse to enforce the government's obligations in this area.

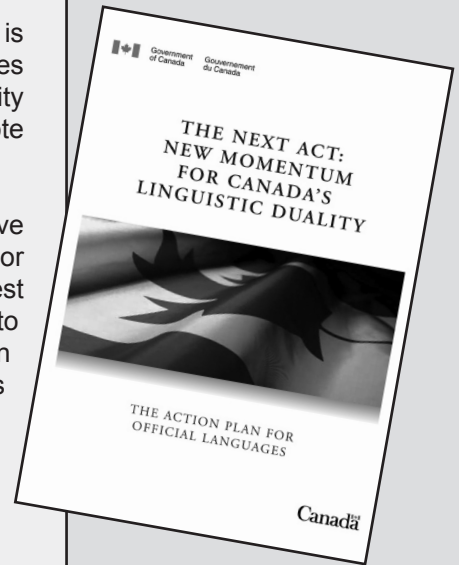
The adoption of this measure is an important addition to recourses available to official language minority communities to help them promote their ongoing development.

The QCGN President, its Executive Director and the Executive Director of the Regional Association of West Quebecers presented a brief to Quebec's Special Commission on Quebec Electoral Law. The brief's key message on electoral reform was that any new voting system in Quebec must ensure that electors have effective representation consistent with the equality of each citizen's vote.

Any new voting system must limit the distortion between the individual votes cast and the electoral result produced. This is particularly important to English-speaking citizens who live in a minority situation and are very concerned by the impact of their votes in any electoral contest.

The purpose of the QCGN's policy and public affairs work is to identify and understand key government policies, policy trends and program orientations. It seeks to promote active member and community involvement in designing and promoting policy positions to ensure minority language community vitality and development in Quebec.

Ultimately, it wishes to influence the design and delivery of government policies and programs so that they continue to contribute the quality of life and well-being of the English-speaking communities of Quebec.



*Find the Government of Canada's Action Plan for Official Languages at [www.pco-bcp.gc.ca/olo/](http://www.pco-bcp.gc.ca/olo/)*

**ANY NEW  
VOTING SYSTEM  
IN QUEBEC  
MUST ENSURE  
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EACH CITIZEN'S  
VOTE.**

## ORGANIZATIONAL AND PROFESSIONAL DEVELOPMENT

**THIS COMPONENT OF THE QCGN'S STRATEGIC PLAN SEEKS TO PLACE MEMBERS IN THE DRIVER'S SEAT WITH REGARD TO IDENTIFYING AND RESPONDING TO THEIR LEARNING NEEDS.**

**THE QCGN HAS LAUNCHED AN ON-LINE HUMAN RESOURCE REFERENCE CENTRE WHICH PROVIDES MEMBER GROUPS WITH MUCH-NEEDED SUPPORT MATERIALS.**

The members of the QCGN recognize that to effectively support the future development of minority language communities in Quebec, they need to continue to enhance their professional and organizational skills and competencies, as well as their ability to expand the financial resources available for community development initiatives.

Many issues will require more vigorous leadership in supplying solutions that generate tangible and concrete community benefits including: long-term and sustainable development in a context of evolving demographics; changing community composition, infrastructure and identity; shifting economic and business development models; policy horizontality and integration; and the evolving capacity of governments to effect real social and economic change.

In 2005-2006, the QCGN identified integration between strategic and operational planning as a professional development need for its members. It offered five members the possibility of participating in a planning workshop called Bridging the Gap between Strategy and Execution: Getting Sustained Results from Strategic & Operational Planning.

The workshop is being offered in two phases over 2005-2006 and 2006-2007. Participating members are developing a renewed strategic orientation for their respective organizations and will translate that into a detailed operational plan using a zero-based budgeting method.

This component of the QCGN's Strategic Plan seeks to place members in the driver's seat with regard to identifying and responding to their learning needs. It will provide members with organizational and professional development opportunities and services that are tailored to their specific circumstances and challenges.

When fully developed, this program will offer members learning and professional development assessment tools, as well as access to a range of formal and experimental learning opportunities. It will support members in enhancing their knowledge, competency and skills so that they develop the capacity they need to serve their own respective communities.

The QCGN has launched the organization's new Human Resource Reference Centre (HRRC). The web-based resource centre provides member groups with much-needed

human resource support materials designed for the not-for-profit sector.

The HRRC was developed as part of the QCGN's strategic objective to enhance the organizational and professional competence and capacity of its member groups so that they can respond more effectively to their respective communities and client groups. The HRRC fulfills this objective by providing members with useful and helpful human resource information.

The majority of QCGN members, typical of the not-for-profit sector, are relatively small-sized organizations that have to manage a "revolving door" of project staff as well as filling board vacancies. Few organizational leaders come to the table with much in the way of human resource

management skill or experience, therefore it was important to the success of member groups that the QCGN support effective management practices.

The human resource toolkit contains a reference guide, a "best practices" guide and tip sheets on common human resource management situations. The resource centre will help QCGN member groups to be more productive and maintain organizations in which volunteers want to participate.

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AS WELL AS FILLING  
BOARD VACANCIES.**



*Working hard  
at a meeting on  
Strategic Planning  
for Regional  
Associations.*

## MEMBERSHIP AND GOVERNANCE

In adopting its renewed Strategic Plan, the QCGN understood that the long term, sustainable development of minority language communities in Quebec will be significant and challenging.

Collaboration is and will continue to be essential for designing integrated responses to the knowledge development, community development and the policy and public affairs issues that need to be addressed in the coming years.

It is for these reasons that the QCGN decided to expand its membership and become a forum where people can discuss, analyze and determine how to address significant development challenges that require a collective response.

To reflect this course of action, the QCGN adapted its mission statement to indicate that a part of its vision is to be a more inclusive and representative organization that *“is composed of community organizations, institutions and other community stakeholders who are dedicated to working together to promote the vitality of the English-speaking communities of Quebec.”*

The logical consequence of expanding the QCGN's membership is the need to also renew the organization's governance structure so that current and incoming new members feel that the QCGN's leadership is representative, democratically chosen and accountable to them for their decisions.

To pursue this direction, a Membership and Governance Committee was struck in 2005-2006 composed of current members, as well as community architects who are not members of the QCGN. The committee was asked to reflect on: increasing the membership in the QCGN, structuring the board to be more efficient and functional, and supporting the board so that it is more mobile and accessible.

In sum, the committee was asked to provide advice to the current QCGN Board of Directors on creating a more independent, representative and member-driven organization which is more capable of responding to the needs and priorities of the community. The committee's report and recommendation will be made available to QCGN Board of Directors early in 2006-2007.

**THE QCGN IS  
EXPANDING ITS  
MEMBERSHIP TO  
BECOME A FORUM  
WHERE PEOPLE CAN  
DISCUSS, ANALYZE  
AND DETERMINE  
HOW TO ADDRESS  
SIGNIFICANT  
DEVELOPMENT  
CHALLENGES.**

To effectively implement QCGN's new strategic orientation, the organization must build the internal capacity required to support its ongoing development.

The QCGN must enhance its staff capacity, secure support from stakeholders and progressively raise its profile by presenting and pursuing its strategic orientation and communicating effectively with a variety of internal and external stakeholders.

In 2005-2006, the QCGN developed draft profiles for four possible staff positions within the QCGN. In 2005-2006, these proposals will be validated and a staffing strategy will have to be designed and implemented in order to identify and retain appropriate staff resources.

This year the QCGN also developed a new communications strategy. The plan sets a direction for a five-year period but recognizes that it must be updated and modified on a regular basis to reflect progress in the implementation of the strategic plan and emerging new realities.

The QCGN will strive to establish overall credibility among its audiences. To do so, the plan proposes a number of overall communication tools and activities, as well as indicates that individual strategies may have to be designed for specific initiatives such as an eventual membership drive.

In 2006-2007, the QCGN will implement the communications plan in support of the continuing implementation of its renewed strategic direction.

**THE QCGN  
WILL STRIVE TO  
ESTABLISH OVERALL  
CREDIBILITY AMONG  
ITS AUDIENCES.**



Find the latest newsletter and back-issues on-line at [www.qcgn.ca](http://www.qcgn.ca).

## CONCLUSION

THIS YEAR ALLOWED THE ORGANIZATION TO SET A SOLID OPERATIONAL FOUNDATION ON WHICH TO CONTINUE BUILDING INTO THE FUTURE. THE YEAR HAS BEEN A TREMENDOUS SUCCESS.

The year 2005-2006 has been a very challenging, interesting, sometimes intense and very fulfilling year. The organization moved from an emphasis on planning to highlighting action.

This year allowed the organization to set a solid operational foundation on which to continue building into the future. While its repositioning must be completed in 2006-2007, the year has been, from all accounts, a tremendous success.

In 2006-2007, the QCGN will complete the strategic repositioning it has initiated.

The organization is looking to hold a Community Forum in May 2007 where the results of its knowledge development, community development and policy and public affairs work will be used to drive a community discussion on ensuring the long-term and sustainable development of English-language minority communities in Quebec.

In June 2007, the first annual meeting of the QCGN, under its renewed membership and governance structure, will be held.

These two events will represent the end of a new beginning for the QCGN and the beginning of pursuing new ends for the organization.



*Members attend the QCGN's Annual General Meeting in May 2005.*



## 2005-06 QCGN MEMBER ORGANIZATIONS

### REGIONAL ORGANIZATIONS:

**Châteauguay Valley English-Speaking People's Association**

E-mail: chateauguayvalley@bellnet.ca  
www.cvespa.org

**Coasters Association**

E-mail : coasters@globetrotter.qc.ca  
www.coastersassociation.com

**Community Association for Saguenay/Lac St-Jean**

E-mail: casl@qc.aira.com  
www.casl.ca

**Committee for Anglophone Social Action**

E-mail: casa75@globetrotter.net  
www.casa-gaspe.com

**Council for Anglophone Magdalen Islanders**

E-mail: c.a.m.i@tlb.sympatico.ca  
www.ilesdelamadeleine.com/cami

**Heritage Lower St. Lawrence**

heritagelstl@globetrotter.net

**Megantic English-Speaking Community Development Corp.**

E-mail: mcddc.exdir@bellnet.ca  
www.mcddc.info

**Neighbours Regional Association of Rouyn-Noranda**

E-mail: neighbours@cablevision.qc.ca

**North Shore Community Association**

E-mail: jody.lessard@globetrotter.net  
www.quebecnorthshore.org

**Regional Association of West Quebecers**

E-mail: wq@magma.ca  
www.westquebecers.com

**Townshippers' Association**

E-mail : ta@townshippers.qc.ca  
www.townshippers.qc.ca

**Voice of English-Speaking Quebec**

E-mail: info@veq.qc.ca  
www.veq.qc.ca

**Alliance Quebec**

### SECTORAL ORGANIZATIONS:

**Black Community Resource Centre**

E-mail: bcrc@qc.aira.com  
www.blackyouthproject.org

**Community Health and Social Services Network**

E-mail: info@chssn.org  
www.chssn.org

**English Language Arts Network**

*(New member for 2006-2007)*  
E-mail: info@quebec-elan.org  
www.quebec-elan.org

**English-Speaking Catholic Council**

E-mail: escc@bellnet.ca  
www.catholiccentre.ca/escc

**Quebec Anglophone Heritage Network**

E-mail: home@qahn.org  
www.qahn.org

**Quebec Association for Adult Learning**

E-mail: qaal@alcor.concordia.ca  
http://doe.concordia.ca/qaal/

**Quebec Community Newspapers Association**

E-mail : info@qcna.qc.ca  
www.qcna.org

**Quebec Drama Federation**

E-mail: qdf@cam.org  
www.quebecdrama.org

**Quebec Farmers' Association**

E-mail: qfa@upa.qc.ca  
www.quebecfarmers.org

**Quebec Federation of Home & School Associations**

E-mail: info@qfhsa.org  
www.qfhsa.org

**Quebec 4-H Association**

E-mail : office@quebec4h.com

**Youth Employment Services**

E-mail : info@yesmontreal.ca  
www.yesmontreal.ca

**NOTES**





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[www.qcgnc.ca](http://www.qcgnc.ca)