

Community Development Plan for the English-Speaking Community of Quebec 2022-2027
Environmental Scan Report: Organization and Network Health Roundtable
October 2021

The Community Development Plan is a framework for collective action undertaken by the community sector of English-speaking Quebec to ensure its continued vitality. Through coordinated, strategic action, the community asserts collective control over resources allocated to it to ensure its development.

The purpose of this report is to offer a portrait of the current situation of English-speaking Quebec's Community sector with respect to the organizational and network health development area. Together with similar reports in the other three areas, this provides a framework to help the Community Development Plan produce outcomes in line with our shared priorities.

Context

Quebec is home to thousands of community organizations, many of which provide essential services and programs to English speakers. Precise figures are difficult to obtain, but there are dozens of community organizations with a recognized mission to serve the English-speaking community of Quebec. This includes:

- Province-wide network organizations representing key sectors of activity such as arts and culture, heritage, employment, health and social services and regional development, and whose members include service-provider organizations,
- Regional organizations with a mandate from Canadian Heritage to promote community vitality,
- Local organizations serving English-speaking communities belonging to specific populations or in key sectors of activity (senior wellness centres, community centres etc).

Additionally, many other organizations do not have a specific linguistic mandate but de facto serve members of the community by virtue of their territory or population. The Centre for Community Organizations (COCO) in its [2012 report](#) identified approximately 800 "English-speaking, bilingual and ethnocultural community groups" across Quebec (p. 38).

These organizations must find ways to work together to define and defend the common interests of English-speaking Quebec while also addressing the day to day needs of their organizations. A number of organizations and institutions facilitate the collaborative work through formal networks, community roundtables and advisory committees. These network organizations often have a mandate to represent their community and work with policy-makers, although some sectors of activity have limited capacity for this kind of work compared to others.

What we heard

Building a more collaborative network was a key theme of the 2020 consultations led by the QCGN. Because of the increasing diversity within Quebec's English-speaking Community stakeholders have had difficulty reaching consensus regarding their capacity to "speak with one voice." The Renewal Committee of the QCGN recommended that that organization "become a collaborative, credible, principled voice that speaks with authority because it has taken the time to consult and to listen. A voice that allows others to speak up if necessary."

Organizations have indicated a lack of information-sharing, coordination between stakeholders around major events and subsequent “event overload” as having an impact on performance. Many stakeholders spoke during consultations about a need for greater collaboration with institutions, notably academic institutions to increase practice-sharing and access to important information. On an individual basis, organizations face several operational challenges, including:

- Accessing funding
- Accessing data
- Keeping up with organizational demand
- Managing governance processes
- Recruiting, training, and retaining staff, volunteers and members

The Community Development Priorities Survey for Fiscal Year 2022-2023 indicates some concerns organizations have around organizational and network health:

- 41/52 of respondents indicated a need to partner with educational institutions, indigenous communities, and French-speaking communities to have greater impact
- 39/52 respondents stated that capacity to increase outreach and representation within broader consultation structures as well “projects to support coalitions and partnerships” were priorities for their organization.
- 26/52 respondents prioritize building policy capacity in underdeveloped sectors, while 16/52 respondents prioritize support to “orphan” sectors or sectors without formal representation

To guide the work of the Organizational & Network Health Roundtable, the QCGN proposes the following statement of objective: *Strengthen organizational capacity to serve the English-speaking community while fostering trusting supportive and collaborative relationships between stakeholders.* Potential strategies include:

- Developing initiatives to reinforce collective planning of activities (shared calendars)
- Developing strategic partnerships between community sector and other sectors (academic, government etc.)

Additional Resources

Centre for Community Organizations. (2012). “In the Know Report” <https://coco-net.org/wp-content/uploads/2012/11/COCO-In-the-Know-Final-Report.pdf>

QCGN. (2021). “2022-2023 Community Development Priorities of the English-Speaking Community of Quebec”. <https://qcgnc.ca/community-priorities/>

Ravensbergen, F. (2020). Building Bridges: Final Report on the 2019 Consultations. <https://cdn-contenu.quebec.ca/cdn-contenu/adm/min/conseil-executif/publications-adm/srgea/divers/rap-consultation-2019-construireDesPonts-en.pdf?1616506901>