*The first English-speaking Community*

# Global Development Plan 2004-2009

(Revitalizing the English-speaking communities of Quebec)

Coordinated by the
**Global Development Planning Steering Committee**

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Presented on
**October 16th , 2003**

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Supporting Documents:

➢ Demographic Profile of the English-speaking Community
   *To be inserted by the QCGN office*

➢ Members of the GDP Steering Committee and Task Forces

# Introduction

### What is the English-speaking community?
The English-speaking Community of Quebec (ESC) represents multiple communities that are diverse, multicultural and multiracial in nature. The Community includes English-speakers who choose to speak or use the English language, for example, for delivery of services. The Community also includes those citizens who identify with, or have an interest in, the English language.

## Why is a development plan needed for the English-speaking community?
The first step taken by the Global Development Planning Steering Committee was to review the need for a Plan to revitalize the English-speaking Community of Quebec. Why are we doing this? Is a Global Development Plan necessary? What do we hope to achieve?

To answer these questions, the Committee examined the current state and likely future outlook of the Community without a revitalization Plan in place. The following conditions were identified.

**An evolving identity** The ESC is evolving through a transformation - some aspects of which are negative and have created serious malaise – *a lack of identity*. Other aspects are positive and represent opportunity – *a renewal*.
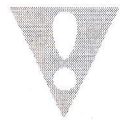
**Adaptation and ambiguity** The ESC has adapted to changing Quebec culture. The rising level of bilingualism is proof of this adaptability. Accommodation has also contributed to an ambiguous citizenship as perceptions shift from majority status (identifying with English-speaking North America) to minority status in Quebec.

**Population diversity, mobility, and loss** The ESC population is dispersed across the province and is becoming increasingly diverse. A tradition of high mobility in response to economic opportunity and the relative ease of moving to other parts of North America benefit individuals, but lead to a collective loss. The exodus of youth, particularly from rural regions, continues to be a major concern.

**A lack of unity** Within the diverse ESC population there are significant enough cultural distinctions to inhibit collective action. Leadership of the overall ESC has typically been lacking or divided, and efforts to promote collective action are still regarded with a certain degree of suspicion.

**Insufficient presence in decision-making at the tables** The ESC of Quebec is largely absent from established provincial and federal leadership.

**A need for collective knowledge and models for guidance** There is a lack of knowledge about the ESC and research is required on many levels.

## What are the objectives of the Global Development Plan?

With these conditions in mind, the Steering Committee concluded that a Global Development Plan is an extraordinary opportunity to mobilize and integrate resources and talents, to create and strengthen networks, to give experience and visibility to a new generation of leaders, and to develop improved institutional leadership. In each case, the goal is not simply to reflect a past identity, but to invent enhanced community capacity and project a sense of dynamism and exhilaration as partners in Quebec's future.

The priorities set out by the Plan provide a framework to guide development decisions over a five-year time period – 2004-2009.

The objectives of Global Development Plan are to:

☑ **Define a realistic sense of an English-speaking community** within a predominantly French Quebec in a predominantly English North America (minority within a minority within a majority);

☑ **Develop** our citizenship role within Quebec;

☑ **Help maintain our population** base through civic participation, a renewed sense of belonging, and, in particular, through meaningful employment for our youth;

☑ **Develop and support representative leadership** and recognized common institutions that speak for the Community's interests;

☑ **Ensure the capacity to participate and be heard in decision-making circles** of Quebec and Canada through solid research and competent, visible and representative leadership;

☑ **Create the capacity for an evolving knowledge** base around the researching of demography, education, cultural attitudes, language orientation and policy and models of community vitality.

**What is the process to arrive at the Global Development Plan?**
The content of the Global Development Plan reflects an ongoing process of consultation and validation with the Community. To structure this consultation, the Steering Committee appointed chairpersons to recruit and oversee eight task forces representing priority sectors for development across the province: Arts & Culture, Employment, Heritage, Education & Training, Health & Social Services, Media, Visibility & Leadership, and Youth.

The overall community vision and development strategies presented in Part 1 of this report are based on the priorities identified by the eight sector Task Forces. A summary of the individual Sector Plans is included in Part 2.

The following steps describe the key benchmarks in this process (as of June 2003). The Overall Plan will be taken to the community at large for further validation in the fall of 2003:

**November 2001** (Hull, Quebec): The GDP project was ratified by the Quebec Community Groups Network. The GDP Steering Committee was formed.

**March 2002** (Metis-sur-Mer, Quebec): The QCGN approved the proposed GDP objectives and plan of action put forward by the GDP Steering Committee.

**Summer 2002**: Young Canada Works students from across the country worked with QCGN member groups to compile a province-wide database of community contacts.

The GDP Steering Committee was restructured and expanded to include chairpersons to head up eight activity sectors of development. The Chairs proceeded to recruit representatives from across the province to sit on a Task Force for each sector.

**November 2002 - February 2003**: Planning workshops were held in Montreal with each of the eight Task Forces. Following each workshop, a draft Sector Plan was distributed to the Task Force for comment and adjustment. The Task Force members were encouraged to validate the document with contacts in their sector. To this end, an electronic feedback form was attached to each Sector Plan and the feedback response was documented by the Task Force Chairs.

**May 2-3 2003** (Montreal): The eight Task Forces came together for the Intersectoral Conference - a collective discussion on community vision, main development strategies and next steps. This was a key step as it provided for exchange among and between the sectors.

**June 2003**: The draft Overall Plan was forwarded to the Task Force members for review and adjustment.

# Part 1: Overall Development Plan

The overall development plan presents the vision of the community as a whole and the main development strategies to move the community closer towards that vision.

## Vision of the Community

The vision statement for the English-speaking Community of Quebec reflects the concepts and themes that arose during discussions with the GDP Task Force members. For example:

- ✓ Respectful of diversity - a multicultural community with changing realities;
- ✓ Responsive to different demographic realities across the province;
- ✓ Interacting socially and culturally with the French-speaking community;
- ✓ Working in full partnership with institutions, regional planners, community organizations, governments;
- ✓ Actively participating with effective presence in decision-making at all levels;
- ✓ Integral and fundamental component of Quebec society;
- ✓ Effective and efficient integrated services network;
- ✓ Education and language skills, resources and opportunities for training and employment;
- ✓ Building on the strength of our youth so that they can take their place in society;
- ✓ Improved sense of identity - strong sense of belonging and commitment to Quebec;

The vision of the English-speaking Community of Quebec therefore reads as follows:



*The members of the English-Speaking Community are full partners in all aspects of Quebec society. The Community is present in all region of Quebec. The vitality of the Community is strengthened by the richness of its heritage, the energy of its youth and its evolving cultural diversity.*

*The Community depends on effective, accessible and well-funded networks. These networks provide health care, education and training, language skills, employment opportunities and support for heritage, arts and community development.*

*The Community embraces innovation, excellence, research and global connections.*

## Main development strategies

Six (6) main development strategies are proposed to guide development (revitalization) of the English-speaking community over the five-year planning period of 2004 to 2009. These strategies are broadly defined, overlapping and collectively will move the Community closer to its vision. The priorities and actions proposed in the Sector Plans support these main development strategies.

### Research capacity - Empowering through knowledge

Develop capacity for research so that development decisions are made on a fact-based understanding of the Community and its environment. A knowledge-based approach recognizes the Community's assets, builds awareness and consensus, strengthens credibility, and increases leverage with the majority Community and with funding partners. Ultimately, developing capacity for research will strengthen community resources. Supporting objectives include:
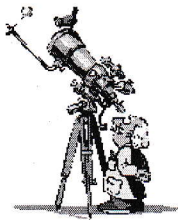
- ✓ Identify a coordinating body.
- ✓ Connect all organizations involved in research including academic institutions (University chair) government and research groups.
- ✓ Influence the research priorities of these organizations.
- ✓ Develop capacity for research at the most local community level.
- ✓ Disseminate and share the research results – the knowledge.
- ✓ Review and replenish the knowledge as required.

### Integrated infrastructure at all levels

Coordinate and link activities and initiatives within and across the various sectors that serve the English-speaking community. Develop greater collaboration and sharing both within and between sectors. Build a stronger collective voice at all levels. Supporting objectives include:
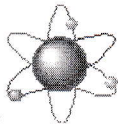
- ✓ Identify a coordinating body and formalize networks where needed (some sectors have more developed networks than others).
- ✓ Create greater awareness of existing networks and available services.
- ✓ Identifying regional gaps in services.
- ✓ Provide greater access to services.
- ✓ Encourage meaningful dialogue with the majority Community and funders.

### Integral role of education and training

Support education, training and employment initiatives to enhance community vitality in all regions for all ages.

- ✓ Build on the current rise in bilingualism among English-speaking Youth by increasing French-language preparedness for the workforce in Quebec and for further education.
- ✓ Strengthen existing models and access to French-language training.
- ✓ Provide greater access to training and employment services across all sectors and regions.
- ✓ Promote effective and meaningful use of technology to reach dispersed population in more remote regions (innovative models).

## Cultural identity – renewed sense of belonging
Celebrate the English-speaking community's diverse heritage and cultural arts.
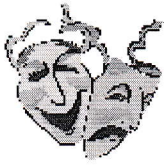
- ✓ Secure recognition and support from the English and French education sectors for English-speaking heritage and history.
- ✓ Seek the interest and support of English and French media to promote the cultural identity of the English-speaking community.
- ✓ Validate and promote community-based culture.
- ✓ Encourage exchange and collaboration with French-language artistic and heritage communities.

## Visibility and participation in Quebec society
Participate and seek greater visibility in the larger community so that the English-speaking community assumes a partnership role in Quebec's future. Supporting objectives are to:
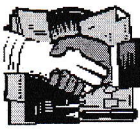
- ✓ Seek a stronger presence in decision-making bodies of all types - government, boards and committees - in all sectors in all regions.
- ✓ Develop common community positions (supported by research).
- ✓ Influence public policy and sensitize funding bodies of the Community's needs.
- ✓ Promote leadership skills development to support a new generation of leaders.
- ✓ Increase capacity to manage cultural diversity.

## English-speaking Youth see a future in Quebec
Provide Youth who want to stay in Quebec the opportunity to do so.

- ✓ Provide English-speaking Youth the opportunity to participate actively in organizations and to assume leadership positions.
- ✓ Encourage and promote bi-culturalism so that English-speaking Youth actively participate within the larger community.
- ✓ Encourage involvement of the education sector at the community level to serve Youth interests.
- ✓ Ensure full access to education and training resources in all regions.

# Part 2: Sector Development Plans

The Sector Plans articulate the definition, vision and priority goals to guide development in each of the eight sectors over the five-year time frame of the Global Development Plan. (Specific actions to support each of the Sector Plans are available under separate cover).

## Arts & Culture

The Arts & Culture sector refers to all disciplines within the creative arts including visual, media arts (television, film), performing and written, in all their individual formats and interpretations. It does not include heritage, but recognizes that cultural heritage (roots), as a creative and expressed form of artistic endeavor, is fundamental to any of the arts. Arts & Culture refers to the creative process through which the artistic end-result is achieved by individuals or groups for the enjoyment and participation of the larger community. For the purposes of the discussion, both professional and community-based artists (amateur) are included in all deliberations, as we are referring to the entire English-speaking population of the province of Quebec



### Vision

As an English-speaking minority group, we are a multilingual, multicultural and multigenerational artistic community open to collaboration amongst diverse voices and realities. We draw people out of their homes and capture the imagination of audiences so there is greater investment in community expression. We recognize artistic excellence within our communities. We welcome innovation. Our children are taught to value art as a fundamental expression of who we are. We constitute viable cultural industries that contribute to the economy.

### Priority Goals

- ✓ Secure proportional funding for the sector, based on a formula that respects the percentage of the English-speaking population in the province of Quebec.

- ✓ Increase accessibility and demystify the artistic process.

- ✓ Build links with education administrators to promote the importance of Art in the learning process  Art is fundamental to learning.

- ✓ Validate community-based culture which is fundamental to the ultimate success and appreciation of the professional Arts & Culture sector.

- ✓ Provide physical and professional resources.

- ✓ Collaborate/communicate with French-language artistic communities.
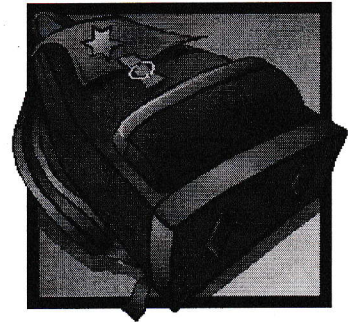
## Education & Training

The Education and Training sector is the network of public and private institutions and organizations that serve students involved in the life long learning process, from pre-K to university and beyond. In addition to the established school system, the sector includes the job training, language, literacy, social and cultural training programs offered by provincial and federal government agencies, community organizations and the private sector. Community-based groups, which include parent volunteers, local organizations and advisory groups, provide essential support to the sector.

### *Vision*

Education is the cornerstone of the future of the English-speaking communities of Quebec. In serving life-long learners who would like to be educated in English, we are dedicated to graduating students who are fluent in oral and written English and French and are prepared to thrive in a global economy with changing realities.

We believe in a democratic education system that is universally accessible with equal opportunity for all students. Education and training must be based on sound long-term pedagogical and vocational practices and research resulting in effective student-centred learning.

There is a strong consensus that English is an essential element of the fabric of Quebec and that the English school system is fundamental to the survival of the English-speaking minority community. The presence of English in Quebec is an important asset to the province in today's globalization.

### *Priority Goals*

✓ Increase the French-language preparedness (written and oral, but particularly written) of graduates for the workforce and further education.

✓ Increase support for literacy training for youth and adults in English.

✓ Give higher priority to vocational training.

✓ Re-construct the high school organization and curriculum for the Reform.

✓ Find ways to maintain and enhance English schools.

✓ Ensure meaningful use of technology.

✓ Provide more human resources for classroom support at all levels.

✓ Ensure that teacher training and recruitment meet Quebec needs.

# Employment

The Employment Sector includes English-speakers seeking employment (including self-employment), employment service organizations serving these English-speakers (and in many cases other communities as well) and small, medium and large businesses hiring these English-speakers.
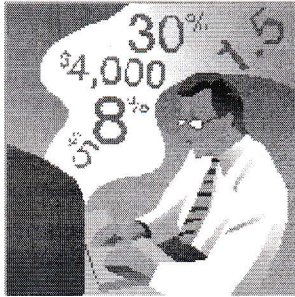


*Vision*

Our aim is to support a desired quality of life that respects diversity through innovative approaches that build on our assets.

The Employment sector respects and works in full partnership with employers, workers, community support services (educational and training) government and other funders.

The partners are thriving economically in a globally connected environment.

*Priority Goals*

**Job seekers:**

- ✓ Identify and act on strategies to allow English-speakers who want to stay and work in Quebec to do so, especially in the regions of the province.

- ✓ Provide increased accessibility to language and skill training to strengthen job readiness.

**Employment service organizations:**

- ✓ Improve capacity to serve clients through greater collaboration among English-speaking employment service providers, employers and government partners.

- ✓ Provide adequate resources (including diversified funding) to allow service organizations to respond to diverse client needs.

**Employers:**

- ✓ Remove barriers to set up small businesses.

- ✓ Encourage employers to hire qualified English-speaking job seekers.

- ✓ Increase the representation of English-speakers in the Public Sector.

# Health & Social Services

The Health & Social Services sector supports the physical, mental and social well being, of all age groups from pre-natal to seniors. The sector depends upon professionals and non-professionals financed by public and private means and includes:

✓ Institutional resources (hospitals, CLSC, CHLSDs, etc.), including alternative resources that are financed by public funding, such as foster family and intermediate resources;
✓ Private-public resources (medical clinics, ambulances, etc.);
✓ Organized social support and government subsidized community groups;
✓ Natural environment (family and self help groups such as church organizations)
✓ Community organizations or the non-profit sector.

## Vision

An effective and efficient integrated health and social services network which is responsive to demographic realities of different English-speaking communities. The network acts in full partnership/participation with health and social services institutions, regional planners, community organizations and a cooperative provincial and federal governments by: delivering local primary health care and services and health prevention and promotion; using innovative models to access specialized health and social services where required; and working with a well-supported community resource sector.
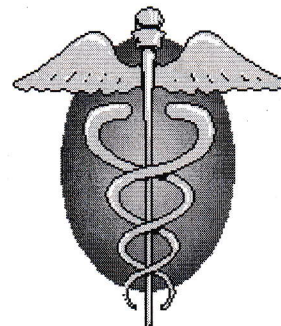
## Priority Goals

✓ Increase the participation and leadership of English-speaking communities within the Health & Social Services system.

✓ Ensure that the English-speaking communities are well informed regarding the range of health and social services that they are entitled to receive.

✓ Increase the level of support for community resources.

✓ Encourage full participation of English-speaking communities in initiatives to renew the Health & Social Services system, so that new priorities and programs reflect the regional realities.

✓ Increase access to English language health and social services through measures that strengthen our communities and support adaptation of the health and social services system in order to meet the needs of English-speaking people.

# Heritage

Heritage is made up of all those cultural and physical things we receive throughout our lives, which influence our lives and help determine the direction of our future. The concept of "Heritage" must include a concept of a time, the past shaping the present which influences the future.

Our Heritage includes both the natural environment and human culture; folklore, language, customs and traditions, as preserved and expressed in the material form such as artifacts, archives, published heritage, built heritage, and sacred sites. Our responsibility is toward future generations. We are stewards of our Heritage for a limited span of time and must conserve it carefully in order to pass it on to those who inherit it from us.

## *Vision*



Through a well-integrated trans-Quebec effort the Heritage sector must develop an improved sense of identity within and for the English-speaking communities. It must determine what needs to be preserved, e.g., documents, artifacts, and sites, for the lasting identity of the English-speaking communities. It must learn effective means of sustaining this identity and correctly communicating it to the entire Quebec population.

We must go beyond the simple preservation of Heritage and develop in people of all ages and cultural backgrounds an appreciation of their Heritage.

## *Priority Goals*

- ✓ Establish a knowledge base on Quebec Heritage that can be made accessible to all interested parties.

- ✓ Build capacity in the Heritage sector by providing financial, human and material resources for training and obtaining work experience.

- ✓ Improve integration of efforts and networking at all levels.

- ✓ Increase Youth involvement in the Heritage sector.

- ✓ Secure sustainable funding from government, business and communities for Heritage groups and projects.

# Media

The *Media sector* consists of organizations, which distribute information of public interest by whatever method. Its users are advertisers on the one hand, and readers, listeners and viewers on the other hand. *The Communications or Public Relations industry* consists of organizations which distribute information to the public for their own interest or that of specific customers, usually business, non-profit groups and government agencies, to promote their product or service or image, either through the media or direct promotion. Its users are the organizations themselves, their customers, the media and members of the public.

## *Vision*

Our vision for the Media Sector is media specialists working for prosperous media outlets providing quality communications to a stable or growing audience in all Quebec's regions. The Sector serves a community that effectively uses communication vehicles at its disposal.

To do their best, English-Quebec's media must be fuelled by a thriving economy and a media savvy population, have access to a variety of public and private resources, and benefit from collaboration within the sector, in such activities as public education, promotion and research.

## *Priority Goals*

✓ Strengthen the knowledge base of the Media sector.

✓ Increase revenue of all suitable types, especially advertising from all sources - public and private.

✓ Increase audience participation in all types of media.

✓ Educate target groups in the community on effective use of the media.

✓ Provide appropriate training for all aspects of the media.

✓ Provide succession planning for the community Media sector.

# Youth

The Youth sector refers to English-speaking youth and young adults up to 29 years of age. The sector is further defined according to four fundamental elements:

*A broad and diverse community:* In addition to individuals whose first official language spoken is English, this sector includes allophone youth whose first official language is English and youth from French and English intermarriages who speak both official languages.

*A Fundamental role in Global Development Planning:* The Youth sector is fundamental to the vision and goals of all other aspects of the English-speaking community. Youth are the link to future leadership and to future generations. Youth deciding to live and work within their communities is a common concern crossing all the sectors involved in the GDP planning process. There is still a marked and permanent exodus of youth from the English-language community out of Quebec.

*Regional differences:* The experience of the more remote rural areas differs greatly from regions closer to urban centres. The Youth Plan aims to reflect all perspectives – where they differ and where they coincide.

*Active and empowered:* The Youth sector continues to generate energy and enthusiasm regardless of the limitations associated with a minority language community. The Youth sector has demonstrated an interest and ability to take positive action through the creation of its own organisations and initiatives.

## *Vision*

In the future, English-speaking youth in the province of Quebec:

- are bicultural. Their education and language skills make them equally qualified for employment as French-speaking youth and they are comfortable interacting socially and culturally with the French-speaking community.

- are part of a new reality whereby youth participates on its own terms in community, social, and political life - not just integrated into the older generations' idea of how they should participate;

- are offered resources and opportunities for training and employment;

- have an increased sense of belonging and ownership of their communities and in the province; and

- are considered an integral part of Quebec society and feel a strong sense of belonging and commitment to Quebec.

Underlying this Vision is a gradual shifting in societal values towards a community model that involves youth participation.

## *Priority Goals*

- ✓ Value the talents and skills of English-speaking youth and promote them as an added asset to the French-speaking community.

- ✓ Encourage youth to participate actively within organisations and that organisations make the structural changes needed to reflect the interests of youth.

- ✓ Encourage and promote bi-culturalism so that English-speaking youth share and exchange actively and comfortably with the French-speaking community.

- ✓ Ensure that English-speaking youth are equally qualified for employment opportunities as their French-speaking counterparts.

- ✓ Ensure that Youth in the regions see a future in being a member of the English- speaking Community.

# Visibility & Leadership

*Visibility and Leadership* is concerned with the future adequacy of a supply of leaders, an effective presence at various levels of decision-making (the notion of visibility) and the availability of competent institutions.

*Leadership* in the English-speaking community of Quebec would include elected officials (to all levels of government, health boards, school boards, etc.), nominees to boards and commissions, and all service organizations representing the community - regional, religious, educational, health & social services, cultural, youth, women, recreational, etc. Leadership comes from individuals in the public and para-public sector, the media, labour, business, volunteer sector, opinion leaders and knowledge-based personnel.

### Vision

An energized and organized multicultural and globally aware English-speaking community in Quebec society where French is the common language and where there is mutual respect for all. Working in an open and inclusive manner, building on the strength of our youth so that they can take their place in society.

We actively participate as an effective presence in decision-making at all levels. We are a fundamental component of the Quebec society and strong supporter of the progressive social democratic tradition (communitarian values).
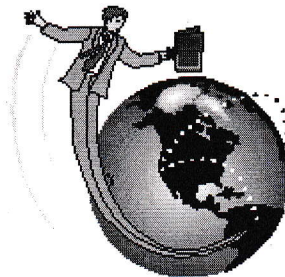
### Priority Goals

- ✓ Promote leadership skills development.

- ✓ Adopt a knowledge-based approach.

- ✓ Strengthen and develop networks.

- ✓ Prepare for cultural diversity – a multicultural community.

- ✓ Develop a sophisticated mechanism for social action and political advocacy to influence public policy.