

# Greater Montreal

COMMUNITY DEVELOPMENT INITIATIVE



SUMMER 2007

Report of the Greater Montreal  
Community Development  
Initiative Steering Committee

Building upon  
Change and Diversity within the  
English-speaking Communities  
of the Greater Montreal Region:

Pursuing Shared Development  
Goals and Strategies

**MONTREAL CENTRE**

**SOUTH SHORE**

**WEST ISLAND**

**LAVAL**

**MONTREAL EAST**

Greater  
**Montreal**  
COMMUNITY DEVELOPMENT INITIATIVE



[www.qcgn.ca/greatermontrealinitiative](http://www.qcgn.ca/greatermontrealinitiative)  
email: [gmdi@qcgn.ca](mailto:gmdi@qcgn.ca)

The volunteer Steering Committee of the Greater Montreal Community Development Initiative (GMCDI) would like to acknowledge the contributions of the following groups and individuals in developing and implementing this project. Their individual and collective participation enriched the GMCDI and their input has been very valuable in preparing this report.

- ◆ The many organizational and community representatives who gave so generously of their time, judgment, opinions and expertise during the consultative and deliberative activities of the project. (Please see Annex 4 for a complete list of the individuals who participated in these various activities.)
- ◆ The GMCDI Project Coordinator, Ruth Pelletier, who designed the project's critical path and kept all components of the project moving forward, on track and on budget over the last six months.
- ◆ The GMCDI project consultants, KSAR & ASSOCIATES INC, who provided the research and consultation support for the project.
- ◆ The Quebec Community Groups Network (QCGN), which provided the Steering Committee with the opportunity to undertake and complete this project, and the QCGN staff, who offered guidance and ongoing communications advice and support.
- ◆ The Department of Canadian Heritage, which provided the funding to be able to pursue this project and complete this report

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## EXECUTIVE SUMMARY

The GMCDI Steering Committee has looked to a variety of community members and leaders to help it understand the key issues affecting the evolution and ongoing development of the English-speaking communities and how these could best be addressed. Following these consultations, the Committee developed a number of observations, and recommendations it believes will assist the communities in working together more effectively.

The Steering Committee recognizes that this report and its recommendations are only the beginning of an important community-building effort. It believes that this report will support the joint efforts of community leaders and resources in addressing key community development priorities. However, it also believes these recommendations can be effectively pursued only if decision-making is put into the hands of these community leaders and organizations.



**In the 30 years since the passage of Bill 101, the nature of the English-speaking communities of the Greater Montreal Area has changed dramatically. The evolution of the largest linguistic minority within a linguistic minority in Canada has resulted in the emergence of certain unique challenges and opportunities. It was to address these issues that the Greater Montreal Community Development Initiative (GMCDI) was launched.**

This initiative, funded by the Department of Canadian Heritage, is intended to assist the English-speaking communities of the Greater Montreal Area in identifying shared community development challenges and priorities, and the most effective strategies to address them.

The GMCDI Steering Committee oversaw implementation of this project. Its research, consultations and deliberations revealed great strengths and examples of community vitality in the English-speaking communities of the Greater Montreal Area.

The Steering Committee believes it is important to build on these community strengths and assets, and that community leaders in the Greater Montreal Area need more effective support to address important cross-cutting community issues:

- ◆ Reflecting and building on community diversity,
- ◆ Addressing divisions between the richer and poorer segments of the communities,
- ◆ Resolving significant employability challenges for specific segments of the population,
- ◆ Moving toward more integrated English health and social services,
- ◆ Ensuring the future of English-language primary and secondary education,
- ◆ Promoting the communities' cultural resources,
- ◆ Affirming that English-speaking communities and their cultures are part of Quebec's unique composition, and
- ◆ Addressing a disquieting trend toward political disengagement.

The GMCDI Steering Committee is convinced that the common interests of the English-speaking communities of the Greater Montreal Area will be best served by adopting the approaches suggested above. This report is presented as a road map to help these communities undertake this necessary community-building and community support enterprises.

BACKGROUND

The Greater Montreal Community Development Initiative (GMCDI) was created to help the English-speaking communities of the Greater Montreal Area identify shared community development challenges and priorities and determine the most effective strategies to address them.

The GMCDI Steering Committee oversaw implementation of this project. It is composed of representatives from the English-speaking communities in the eastern, central and western parts of the island of Montreal, the South Shore and Laval, as well as the multicultural and Aboriginal communities that identify with the English-speaking communities of the Greater Montreal Area. The Steering Committee is responsible for the content and recommendations contained in this report.

The Quebec Community Groups Network (QCGN) has been offering facilitation and support for this project, and will continue to do so as required. This role is consistent with its provincial community development assistance role and its belief that the leadership and decision-making for regional and sectoral communities must lie in the hands of local community leaders and resources. Conversely, the GMCDI Steering Committee has been careful to respect the national and provincial policy development that the QCGN plays on behalf of all the English-speaking communities of Quebec.

The Steering Committee wishes to underline at the outset the great strengths and examples of community vitality it encountered in the English-speaking communities of the Greater Montreal Area. It is convinced that these communities and their respective leaders have the collective ingenuity and skill to address and resolve the community development challenges identified. Successful community development fundamentally depends on the desire and willingness of community members to work together for the greater common good. This has been the driving principle of the Steering Committee's work to date and is the underlying theme of this report.

The Steering Committee is composed of representatives from the eastern, central and western parts of the island, the South Shore and Laval, as well as multicultural and Aboriginal communities that identify with the English-speaking communities of the Greater Montreal Area.



## INTRODUCTION

### METHODOLOGY

**T**he methodology employed in developing and implementing the GMCDI was inspired by the Public Participation Spectrum,<sup>1</sup> which was developed by the International Association for Public Participation. This approach focuses on progressively increasing the level of public participation and impact by enabling community members and architects to:

- ◆ Understand some of the key development issues facing the English-speaking communities of the Greater Montreal Area,
- ◆ Seek, assess and analyze community input on the identified issues,
- ◆ Reflect community concerns and aspirations,
- ◆ Look to community leaders and resources in the Greater Montreal Area for support, and
- ◆ Place leadership and decision-making in the hands of community leaders and community resources.

To pursue this methodology, the Steering Committee began by commissioning the development of six discussion documents on issues relevant to the long-term development and vitality of the Greater Montreal Area's English-speaking communities.<sup>2</sup> The six subjects were:

- ◆ Demographics
- ◆ Health and Social Services
- ◆ Education
- ◆ Employment and Economic Development
- ◆ Social Participation
- ◆ Arts, Culture and Heritage

A panel of community leaders and experts<sup>3</sup> validated these six discussion documents. They were then used as the basis for five community consultations, six sector panels,<sup>4</sup> and one public forum. The input from these groups was analyzed by an integration panel,<sup>5</sup> which helped in the drafting of this report. Consequently, the report reflects the first three components of the Public Participation Spectrum outlined above.

The report also outlines the next steps to be completed (based on the fourth and fifth components of the Public Participation Spectrum) to implement the recommendations.

<sup>1</sup> International Association for Public Participation, Public Participation Spectrum. Please consult <http://www.iap2.org/associations/4748/files/spectrum.pdf>.

<sup>2</sup> These six discussion documents can be found at [www.qcgn.ca](http://www.qcgn.ca).

<sup>3</sup> See Validation Panel in Annex 4.

<sup>4</sup> See Sector Panels in Annex 4.

<sup>5</sup> See Integration Panel in Annex 4

## OBSERVATION #1: Demographics

**The English-speaking communities of the Greater Montreal Area have evolved significantly over the last 30 years. Many of the communities have moved from identifying themselves as (a) English, to (b) English-speaking, to (c) communities that speak English. More than semantics, this evolution in terminology reflects a move toward greater inclusiveness and recognition of generational, ethnic, linguistic, socio-economic and artistic diversity.**

Of the total number of Anglophones living in Quebec in 2001, more than three-quarters (699,200, or 76 per cent) were living in the Greater Montreal Area.\* Of this group, nearly two-thirds (454,500, or 65 per cent) were English-French bilingual; the number of Quebecers who spoke both English and French increased by 131,635 between 1996 and 2001. More than three-quarters of a million (824,975) residents of the Greater Montreal Area used English on a regular basis at home and 244,845 Anglophones spoke only English. By comparison, of the more than two million residents in the area who used French among their home languages, nearly nine in 10 (87 per cent) used French as their sole home language. Approximately 245,000 of the 699,200 Anglophones living in the Montreal area did not speak French, compared with 953,900 out of 2,049,760 Francophones who did not speak English. The Montreal area also had 50,025 residents in 2001 who spoke neither English nor French, down from 63,425 in 1996.

Anglophone Quebecers are known to be a highly mobile population, with large numbers arriving from other parts of Canada and other countries. This phenomenon is particularly noteworthy in the Greater Montreal Area. Of the area's 699,200 Anglophones, more than one-third (256,673, or 36.7 per cent) were born outside of Canada. Another 54,958 (7.9 per cent) were born in another province, which means that nearly half of

the Anglophone population in the Greater Montreal Area was born outside of Quebec. By way of contrast, just 17 per cent of Francophones in the Greater Montreal Area were born outside of Quebec.

Quebec's English-speaking communities have the highest level of diversity among provincial official-language minority communities in Canada in terms of ethnic origin, place of birth, religion and visible minority status. They also have an important Aboriginal component that must be taken into consideration. Of note is the growing proportion of visible minority group members, which made up 25.9 per cent of the Anglophones in the Greater Montreal Area in 2001. This is two and a half times the proportion found in the Francophone community and nearly double the Canadian average. In addition, there has been a substantial and rapid increase of individuals arriving from Asia. Their numbers now surpass immigrants from the United States and Europe.

The implications of this demographic evolution as it applies to community building and nurturing community vitality within the English-speaking communities in the Greater Montreal Area are the need to:

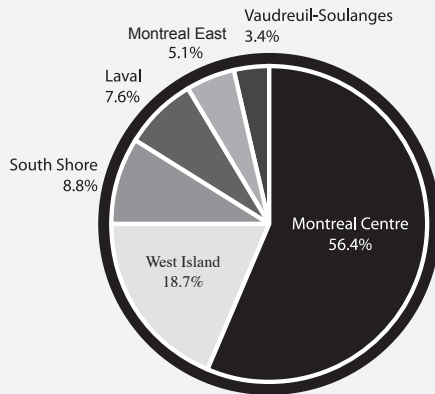
- ◆ *Integrate and reflect diversity among community leaders, organizations and institutions,*
- ◆ *Consider the linguistic, educational and socio-economic differences in the communities during the development of key social, economic, employment and cultural resource strategies,*
- ◆ *Engage a much wider public in identifying community needs and priorities, and in the design of appropriate responses to those needs and priorities, and*
- ◆ *Collectively accept, promote and celebrate a community identity characterized by high levels of bilingualism, intermarriage, multiculturalism and religious differences.*

\* Please note that all statistics in this report are drawn from the six GMCDI discussion papers which can be consulted by visiting [www.qcgn.ca](http://www.qcgn.ca)

Note that the terms Anglophone and English-speaking are used interchangeably in this report. The terms are based upon the Statistics Canada definition of FOLS (First Official Language Spoken). Please consult Annex 5 for a more detailed explanation.



## Where do Anglophones live in the Greater Montreal Area?



Source: J. Pocock, 2007. Based on data from the 2001 Census of Canada, Statistics Canada, 20% sample. (First Official Language)

## RECOMMENDATION

That all components of the English-speaking communities of the Greater Montreal Area (regional, sectoral, institutional) reflect and consider the contemporary reality and diversity of the communities in their organizational leadership, policy and program development activities.

## OBSERVATION #2: Leadership

### The notion of leadership within the English-speaking communities of the Greater Montreal Area has evolved.

Community members clearly indicated that community and institutional leaders need greater support so that they can work together more effectively outside of their organizations' specific mandates to address critical cross-cutting community development issues.

The variety of community development approaches at the local, regional, sectoral and institutional levels within the English-speaking communities provides a richness of ideas and possibilities that need to be nurtured and supported. The effectiveness of a more collaborative community leadership approach will depend on the ability of leaders to work together to secure

the active support of the Francophone majority in a variety of key community development areas.

The implications of this evolving notion of leadership as it applies to community building and nurturing community vitality within the English-speaking communities in the Greater Montreal Area are the need to:

- ◆ *Recognize that developing collaborative community leadership will take time to build, and*
- ◆ *Recognize that the basis of this approach must be not only a generous spirit of collaboration, but also provide adequate support that would allow community leaders from different regions, sectors and institutions to work together more effectively.*

## RECOMMENDATIONS

1. That a collaborative community leadership approach be mobilized, supported and built by tackling a limited number of key, cross-cutting community development challenges that require interregional and intersectoral cooperation, and that sufficient resources be made available to support this approach.

2. That this collaborative approach be developed in a progressive manner, with sufficient time invested to explain the need for such a form of leadership to key regional, sectoral and institutional leaders. (See Annex 2 for a timeline for developing this approach.)



### OBSERVATION #3: Employment and Economic Development

#### Specific sectors of the English-speaking communities of the Greater Montreal Area are experiencing significant challenges in terms of fully integrating into Quebec's labour market.

While the Anglophone group in the Greater Montreal Area is noted for high levels of educational achievement and bilingualism, there is also a component that has more difficulty accessing the labour market than their Francophone neighbours. In fact, they are more likely to be of low income or without income. In 2001, Greater Montreal Anglophones had an unemployment rate of 9.2 per cent, which means they were 24 per cent more likely than Francophones to be unemployed. In the Anglophone population there is a lower proportion of middle-income earners (\$40,000 to \$60,000) than is found in the Francophone population.

In addition, the proportion of households whose earnings fall below the low-income cut-off (LICO) index is much higher for members of visible minority groups. This phenomenon is particularly striking in Montreal, where the proportion living below the LICO index is already higher in the general population and rises to 62.5 per cent for immigrants of African descent. More than 60 per cent of Chinese and Arab/West Asian immigrants in Montreal also show earnings below the LICO index. Given that Anglophones make up a disproportionate share of the visible minority and immigrant groups, it is likely that there are many Anglophones who are living below the LICO index.

Anglophones have a chronically low level of representation in the public services industry in the Greater Montreal area. Of the 65,000 people employed in such positions in 2001, Anglophones accounted for only 9 per cent, despite the fact that they represent 25 per cent of the labour force.

Income levels and educational achievement also appear to be a trend within the English-speaking communities (based on ability to speak French). On the one hand, there is evidence of a growing disadvantaged Anglophone group. On the other hand, there appears to be a bilingual, higher-income group whose members are comfortable in the world of the Francophone majority and beyond.

Anglophones may be missing out on potential growth areas of the labour market because of a low registration and graduation rate from Quebec's technical and vocational programs. For example, some 70 per cent of Anglophone students who were enrolled in English-language CEGEPs preferred the pre-university stream, as opposed to fewer than one-third who were enrolled in technical programs.

In sum, factors that limit employment opportunities for English-speaking individuals include:

- ◆ *Poverty, unemployment and under-employment,*
- ◆ *A growing division between those who are upwardly mobile, bilingual and well-educated, and those who are less mobile, not as bilingual and less well-educated,*
- ◆ *A lack of sufficient second-language skills among some young people, older adults in career transition, professionals-in-training and those newly arrived in Quebec,*
- ◆ *A lack of technical and vocational training opportunities in some areas, and a preference for pursuing pre-university options,*
- ◆ *Barriers to credential recognition and accreditation, and*
- ◆ *A lack of employment equity in the municipal, provincial and federal public services.*

In 2001, Greater Montreal Anglophones had an unemployment rate of 9.2 per cent, which means they were 24 per cent more likely than Francophones to be unemployed.



The implications of these challenges to employability as they apply to community building and nurturing community vitality within the English-speaking communities of the Greater Montreal Area are the need to:

- ◆ *Support enhanced collaboration among economic development and educational leaders so they can design targeted interventions for those who need improved second-language skills to integrate more effectively into the labour market,*
- ◆ *Promote the excellent employment opportunities that exist in the technical and vocational areas,*

◆ *Ensure that the Canada-Quebec Labour Market Development Agreement is supporting fair access to funding and employment services, and*

◆ *Tackle entrenched barriers to employment equity in the public services that have for decades maintained consistently low levels of Anglophones.*

One potential and serious consequence of limited employment opportunities that remains to be addressed is the trend toward a continued growth of a disenfranchised underclass within the Greater Montreal Area's English-speaking communities.

## RECOMMENDATIONS

**1. That leaders in economic development and education be supported so that together they can better create an integrated and targeted approach for improving the employability of Anglophone, ethnic and visible minorities, less-advantaged youth, students, migrants from other parts of Canada and newly arrived immigrants that identify with the English-speaking communities in the Greater Montreal Area.**

**2. That this integrated approach be focused on the following five employability thrusts inspired by the suggestions put forward during the GMCDI consultations:**

- ◆ *Promoting a life-long learning approach to second-language training and development by:*
  - *Increasing opportunities for innovative and more effective forms of second-language training,*
  - *Enriching the core second-language training experiences for less-advantaged youth in the secondary school system, perhaps via a series of supervised and remunerated work assignments, internships, and mentoring opportunities in French-language public and private sector settings,*
  - *Encouraging English-language CEGEPS and universities to contribute to second-language training for their pre-university, professional, university and technical-vocational students, and enhancing the continuity of second-language training and development after high school, and*

*(continued on next page)*

One potential and serious consequence of limited employment opportunities that remains to be addressed is the trend toward a continued growth of a disenfranchised underclass within the Greater Montreal Area's English-speaking communities.

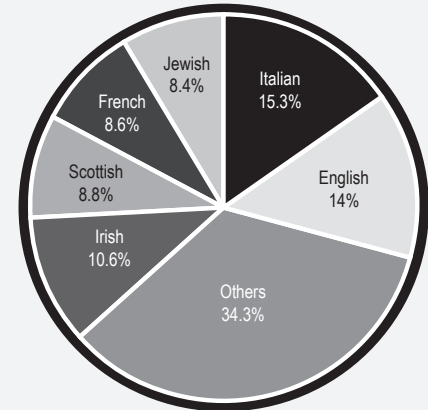


– Providing support to those who are unemployed and under-employed because of limited second-language capacity.

- ◆ Linking the employability strategy to the promotion of technical and vocational opportunities in the regional labour market, and creating economic development, educational and private sector networks to encourage recruitment in these areas,
- ◆ Securing additional funding for employment service providers so they can respond to the high levels of employment service demands, which surpass their current capacity,
- ◆ Identifying and addressing barriers to credential recognition, and working to provide time-limited professional employment opportunities (three to five years) for migrants from other parts of Canada, as well as immigrants, while these individuals secure their French-language certification, and
- ◆ Nurturing and developing self-employment and entrepreneurial initiatives, including those within the social economy sector.

**3. That all possible remedies to the unacceptable, seemingly irresolvable situation of employment inequity in public services be advanced, including the explicit designation of English-speaking individuals as a beneficiary group under these remedies.**

**What are the ethnic origins of Montreal's Anglophones?**



Source: 2001 Census of Canada. 30% of Anglophone Montrealers claimed more than one ethnic origin.

**OBSERVATION #4: Health and Social Services**


**The quality and continuum of health and social services care that is available to members of the English-speaking communities of the Greater Montreal Area is variable, and in many instances services are only partially available and often disconnected one from the other. There is a need to ensure that ongoing health and social service organizations create a more integrated service delivery system for English-speaking communities, ensuring adequate levels of services and linkages between these services.**

The organization and delivery of quality health and social services was identified during GMCDI activities as an important and ongoing priority for the English-speaking communities in the Greater Montreal Area.

Community mobilization and success in this area over the years has been positive. While a great deal remains to be done, there is recognition that the community development approach in this sector could guide the development of the cross-cutting community development initiatives recommended in this report.

Service barriers to access to health and social services in English were observed in specific sub-regions. This situation was associated with the low numbers of English-speaking health care professionals, low levels of health information and uneven distribution of services throughout the Greater Montreal Area. The lack of access to services for people with mental illness and intellectual handicaps is noteworthy.

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The population health approach currently sweeping health care has been used to advantage by a variety of regional and local minority language communities in Quebec over the last few years. It offers great promise in terms of generating tangible results for improving the quality of English-language health and social services. In brief, this approach creates partnerships with the public sector to ensure that it works together with minority language communities to improve the health and well-being of the members of English-speaking communities.

The current development of les projets cliniques within the ongoing reorganization of public health and social services is an ideal opportunity for the English-speaking communities to consider adopting and/or expanding this approach to influence program organization and delivery, as well as bring community expertise and resources to the table to complement and support the work of public health service providers.

The implications of variable levels of health and social service care for community building and nurturing community vitality within the English-speaking communities in the Greater Montreal Area involve:

- ◆ *Understanding language as a critical quality-of-care issue, and therefore using language to shape the organization of health and social services in the Greater Montreal Area,*
- ◆ *Effectively influencing health and social service policy and program development at the local, regional and provincial levels,*
- ◆ *Ensuring that programs that are mandated to provide services and referrals within and across regions are adequately funded so that they do not add further financial*

*and administrative burdens added to an already overstressed urban service delivery system,*

- ◆ *Protecting and monitoring the application of legislated guarantees regarding access to services in English,*
- ◆ *Ensuring that ongoing health and social service organizations create a more integrated service delivery system that responds to the health and social service needs of the members of the English-speaking communities of the Greater Montreal Area,*
- ◆ *Providing adequate levels of service, including mutual support and interchange between front-line and specialized services,*
- ◆ *Maintaining strong community presence and participation in the governance structures of health and social service boards in the Greater Montreal Area and their advisory forums,*
- ◆ *Continuing to create and nurture effective partnerships with regional and local public and para-public agencies in order to shape and support the delivery of English-language health and social services to the English-speaking communities via public, and in many instances, French-speaking organizations,*
- ◆ *Supporting the provision of active language training support to French-speaking professionals,*
- ◆ *Supporting the training and development of bilingual Anglophone professionals in the health and social services area, and*
- ◆ *Basing all of the above on evidence-based policy positions and program designs.*

## RECOMMENDATIONS

1. That a Greater Montreal Health and Social Services Task Force be created.
2. That the Task Force be requested to assess the impacts of the current health and social services reorganization (specifically the creation of the CSSSs and the integrated university health networks) on the organization of front-line and specialized services available to the English-speaking communities of the regions in the Greater Montreal Area, and recommend changes/improvements as required.
3. That the Task Force assist English-speaking communities of the Greater Montreal Area to intervene effectively in the organization and implementation of Quebec's public health plans.
4. That the types of funding support provided by the federal government, especially Health Canada, be increased in order to provide greater support to developing and improving the design and delivery of health and social services to the English-speaking communities in the Greater Montreal Area.

## OBSERVATION #5: Education

**S**tudent populations in some English school boards in the Greater Montreal Area are declining. Of considerable concern among the communities consulted are the anticipated cumulative impacts of student population decline on the quality of English-language education over the next 10 years. In addition, serious concerns were raised regarding French-language competency of certain segments of the student population in English-language schools.

Ensuring viable and vital English-language primary and secondary schools in the Greater Montreal Area is a key concern identified during the GMCDI consultations. The creation of language-based school boards 10 years ago helped to improve community governance and involvement in the development of English-language primary and secondary education and the democratic election of English school board commissioners continues to be valued as a very important community success.

However, the ongoing — and some say intensifying — rate of student population

decline in some of the school boards has created a need to justify school board infrastructures and resources so that students continue to receive the best possible educational experiences. Rationalization efforts need to involve both the affected school populations and community leaders and members who consider the primary and secondary school system as a pillar of their respective community's infrastructure. Community members have expressed a strong desire to assist school boards in assessing and dealing with this situation, much as they did when promoting and supporting the creation of linguistic school boards.

Many of those consulted felt that such rationalization efforts would be more effective if community members had a better appreciation of the impact of student population decline over the next 10 years. Such an appreciation would enable the community to assist school boards in planning for the longer-term challenges that will have to be met to ensure the continuance of viable and vital English-language primary and secondary school networks in the Greater Montreal Area.

Many of those consulted felt that such rationalization efforts would be more effective if community members had a better appreciation of the impact of student population decline over the next 10 years.



The research and consultations completed by the GMCDI suggest that second-language skills of certain segments of the primary and secondary school populations may be less than adequate on leaving high school.



In addition, the research and consultations completed by the GMCDI suggest that French-language skills of certain segments of the primary and secondary school population may be less than adequate on leaving high school, despite the fact that English-language boards offer a wide variety of French educational programs. It is unclear if the lack of proficiency is simply a perception, or is the result of inadequate support for French-language training in English-language-based school boards, or a lack of promotion among parents regarding bilingualism as an essential passport for integrating into Quebec's labour market. Consequently, there appears to be a need to examine the overall language skills required to effectively integrate into the labour market, and to promote fluency in French as a foundation strategy for retaining the English-speaking youth of the Greater Montreal Area.

The implications of a declining student population in some English school boards and the need for enhanced French-language training opportunities for certain segments of the Anglophone student population as they apply to community building and nurturing community vitality within the English-speaking communities in the Greater Montreal Area are the need to:

- ◆ *Work with the English school boards to plan for the ongoing development of a viable English-language primary and secondary school network for the next 10 years, and*
- ◆ *Help school boards to assess and secure the French-language training support they need to increase the percentage of fluently bilingual students graduating from high school.*

## RECOMMENDATIONS

**1. That English-language school boards work together, in collaboration with parent and community representatives, to undertake a study of the long-term impact of ongoing student population decline on the viability and vitality of English-language primary and secondary school networks in the Greater Montreal Area. The study's objective should be to identify:**

- ◆ *educational and community issues that this decline may create, and*
- ◆ *potential strategies for addressing these issues over the next 10 years.*

**2. That the English-speaking communities of the Greater Montreal Area work with the English school**

**boards to assess the French-language skills that students need to effectively integrate into Quebec's labour market, and to identify innovative approaches to French-language training that will help students acquire the competency they need.**

**3. That the English-speaking communities of the Greater Montreal Area work with the English school boards to help unemployed and under-employed adults upgrade their language skills so they can participate more fully in the labour market. This initiative should be coordinated with the work that will be pursued under Observation 3 related to employability.**

## OBSERVATION #6: Arts, Culture and Heritage

**B**uilding and actively promoting the communities' cultural resources using an innovative approach provides an ideal opportunity to present the history and artistic talents of today's English-speaking Montreal. Such an approach has the potential to build bridges between the cultural, economic, educational and social sectors of the English-speaking communities. As well, it could significantly contribute to Montreal's reputation as a "cultural metropolis," and provide a window to English- and French-speaking audiences in Montreal, across Quebec, within Canada and around the world on the contemporary realities of the culture and art of Montreal's English-speaking communities.

The cultural resources of Montreal's English-speaking communities vary in terms of genre and scope. Many artists and cultural organizations are recognized as world leaders in the areas of literature, music, visual art, film, dance, drama and other artistic disciplines. These communities' cultural resources are exceedingly well positioned to project a contemporary image of being English in Montreal — as characterized by high levels of bilingualism, cultural and artistic

diversity, and integration in Quebec society. In addition, support for English-language cultural resources is notably strong, with half of the total arts donations in the Greater Montreal Area coming from the English-speaking communities.

The implications of promoting the English-speaking communities' cultural resources as they apply to community building and nurturing community vitality within those communities in the Greater Montreal Area are the need to:

- ◆ *Enhance the communities' capacity to cultivate a creative artistic environment,*
- ◆ *Retain and attract English-speaking creative workers and artistic entrepreneurs to Montreal,*
- ◆ *Create and tell the stories of English-speaking Montrealers and their communities to a wide variety of domestic and international audiences,*
- ◆ *Secure fair funding for English cultural resources in the Greater Montreal Area,*
- ◆ *Expand the domestic and international markets for the English-speaking communities' cultural products, and*
- ◆ *Assist artists to compete in these markets.*

These communities' cultural resources are exceedingly well positioned to project a contemporary image of being English in Montreal — as characterized by high levels of bilingualism, cultural and artistic diversity and integration in Quebec society.

## RECOMMENDATIONS

**That a Cultural Resources Task Force be established to design and implement a multi-year strategy for promoting the cultural resources of the English-speaking communities of the Greater Montreal Area across Quebec, nationally and internationally. The strategy's main objectives should be to:**

- ◆ *Project a modern image of the Greater Montreal Area's English-speaking communities,*
- ◆ *Promote Montreal as a creative environment so as to retain and attract*

*English-speaking creative workers and artistic entrepreneurs,*

- ◆ *Enhance the commercialization possibilities of the communities' cultural talents and products,*
- ◆ *Partner with French-speaking cultural resources in presenting cultural products in both English and French, domestically and internationally, and*
- ◆ *Partner with English-language schools to enrich artistic, cultural and heritage programs (this could be a component of the community-education partnership, above).*

## OBSERVATION #7: Community Development

**A trend of political disengagement within English-speaking communities of the Greater Montreal Area appears to be emerging that could ultimately lead to political disenfranchisement, as the voices and interests of the English-speaking communities are not heard or considered in the development of public policies at the local, regional, sectoral, municipal, institutional, provincial or federal levels.**

When measured in indicators — such as political participation, employment rates and perceived opportunities for working in Montreal's public services, knowledge of local organizations that serve the interests of Anglophone communities, and the presence of history and culture in the larger Montreal community — the visibility and voice of English-speaking Montreal are weak. In addition, there is an evident lack of confidence in local and provincial leadership, and a sense of exclusion from the planning process for the future of the Greater Montreal Area.

Furthermore, while it may appear that members of the English-speaking communities are generally heavily involved in the voluntary sector, the recent transformation of municipal structures and mergers of health and social service institutions have reduced the opportunities for civic participation.

These indicators point to a certain level of political disengagement, with a resulting frustration within the English-speaking communities. While that frustration is somewhat understandable, minority communities always need to be creative,

innovative and targeted in their political mobilization and intervention strategies; the situation here is no different. The English-speaking communities should focus on developing pragmatic approaches that will achieve tangible benefits in critical community development areas.

Many current political strategies — including community-public sector partnerships — are producing positive results at the local, regional and sectoral levels, both within the Greater Montreal Area and outside Montreal. The experience and expertise gained at these levels should be used to inform the development of political strategies that could help resolve identified cross-cutting community development issues. As part of this process, the relevant Montreal area communities should participate in the advisory forums and community task forces proposed in this report.

In addition, a significant community resource resides in the many former and current English-speaking politicians from various levels — community, school board, municipal, institutional, provincial and federal — who could be engaged in supporting the communities' cross-cutting political strategies, once they are defined. These politicians act as bridges among the English-speaking communities of the Greater Montreal Area, the Francophone majority, and the institutional, public and provincial structures and networks. Their sensitivity, understanding and know-how work to promote the interests of the English-speaking communities in a variety of settings. And they are a valuable resource for mentoring and coaching aspiring politicians and community leaders.

Indicators point to a certain level of political disengagement, with a resulting frustration within the English-speaking communities. While that frustration is somewhat understandable, minority communities always need to be creative, innovative and targeted in their political mobilization and intervention strategies.





The implications of this apparent political disengagement, as they apply to community building and nurturing community vitality within the English-speaking communities in the Greater Montreal Area, are the need to:

- ◆ *Support existing community leaders and voices at the local, regional and sectoral levels, and include them in relevant forums and tables that will seek to address cross-cutting community development issues,*
- ◆ *Target a limited number of critical political processes that cut across the communities to provide the greatest benefits to the communities and enhance their collective standing, status and influence, and*
- ◆ *Reinforce the links between local, regional and sectoral community leaders, as well as their links with institutional, municipal, provincial and federal political leaders.*

## RECOMMENDATIONS

**1. That the political strategies of the English-speaking communities of the Greater Montreal Area focus on resolving the critical, cross-cutting community challenges and issues identified in this report.**

- ◆ *These strategies should be developed and integrated into the efforts of the task forces and forums recommended in this report, and*
- ◆ *These task forces should include relevant representation from local, regional and sectoral communities.*

**2. That these strategies be presented to the English-speaking communities at a community forum, which will create the opportunity to coordinate these strategies among the community members and leaders.**

**3. That these strategies be shared on a regular basis with school board, municipal, provincial and federal politicians.**

- ◆ *A network of political leaders from these levels should be developed to facilitate this process, and the members of this network should be:*
  - *Kept up-to-date on the community development issues and challenges being faced by the English-speaking communities, and*
  - *Consulted on the development of targeted political strategies that will benefit the ongoing development of the English-speaking communities.*

## OBSERVATION #8 : Policy Development

**N**urturing the development of strong and vital English-speaking minority communities in the Greater Montreal Area is not incompatible with promoting and protecting the French-speaking reality of Montreal and the province of Quebec. The English-speaking communities and their cultures are part of Quebec's unique composition, and they are essential to developing the diversity of Montreal and Quebec societies.

The members of the English-speaking communities in the Greater Montreal Area live in the region by choice. They are increasingly bilingual, multicultural and integrated into Quebec society. These communities understand and are committed to contributing to the development of Quebec society as the only majority French-speaking territory in Canada and, in fact, in North America. The efforts, energies and resources that the English-speaking communities in the Greater Montreal Area have dedicated to French-language education, as well as to social, political and economic integration, are clear testaments to this reality.

Among those consulted during the GMCDI process, there was a strong feeling of pride that the English-speaking communities contribute to the diversity, strength and creative capacity of the region and province. They believe that the ongoing development of vital and integrated English-speaking communities is a tremendous asset for Montreal and Quebec.

Among those consulted during the GMCDI process, there was a strong feeling of pride that the English-speaking communities contribute to the diversity, strength and creative capacity of the region and province.



Framework policies such as Canada's Official Languages Act, Quebec's Charter of the French Language (Bill 101) and more targeted language policies, like Bill 104, continue to affect the vitality and development possibilities of the English-speaking communities. Many of those consulted indicated that it is time to begin assessing the impacts of these major policies on the communities' long-term prospects.

A large majority of those consulted by the GMCDI expressed the view that a return to the language debates of the past would be detrimental to the climate of partnership and harmony that currently exists within the English- and French-speaking communities of the Greater Montreal Area. Instead, more innovative and effective ways must be found to nurture the development of strong and vital English-speaking minority communities while promoting and protecting the unique French-speaking reality of Montreal and Quebec.

The implications of nurturing the development of strong and vital English-speaking minority communities in the Greater Montreal Area in a Quebec context are the need to:

- ◆ *Continue recognizing minority-language rights,*
- ◆ *Develop the capacity to influence broad policy approaches that achieve the mutual goals identified above, and*
- ◆ *Encourage and expand innovative partnerships among the English-speaking communities, the French-speaking majority and the governments of Quebec and Canada.*

## RECOMMENDATION

**That the task forces recommended in this report, and community and institutional representatives from the English-speaking communities of the Greater Montreal Area, participate in the Quebec Community Groups Network's community forum to be held February 2008. This forum will review the impacts of key federal and provincial framework policies on the development of English-speaking communities across Quebec. Recommendations will be formulated at that time on how these policies can be improved to better support minority-language communities in Quebec.**

## OBSERVATION #9 : Community Capacity Building

**Key community supports will be required to enable community leaders to tackle the long-term development challenges of the English-speaking communities in the Greater Montreal Area.**

Today, connection between people and communities relies heavily on virtual communication. The Internet is a powerful tool that can be used for community building and coordination at the interregional and intersectoral levels. It offers tremendous possibilities for:

- ◆ *Sharing information, expertise and learning,*
- ◆ *Accessing services,*
- ◆ *Planning strategies,*
- ◆ *Promoting community events and activities,*
- ◆ *Building relationships,*

- ◆ *Convening and mobilizing people to explore an issue, design a program or conduct a meeting, and*
- ◆ *Rallying support around specific issues.*

Developing a robust research capacity within Montreal's English-speaking communities is essential for identifying community development patterns; informing community approaches to national, provincial, regional and sectoral policy-making; and assisting in the design of needed programs and services that respond to the communities' needs and priorities.

There is a need for community capacity building in specific neighbourhoods, regions and sectors across the area. Capacity building would enhance certain communities' abilities to communicate effectively; share information; coordinate the development of local, regional and sectoral policies and programs; and participate effectively in public sector advisory and decision-making bodies. It would also enable community participation in policy-making and development initiatives at all levels.

## RECOMMENDATIONS

**1. That an area-wide, interregional and intersectoral Internet-based community database be developed and made available to the English-speaking communities in the Greater Montreal Area. The database should:**

- ◆ *Connect people and organizations within the English-speaking communities with resources, services and expertise, acting as an electronic information and referral service to public, institutional and community resources,*
- ◆ *Provide the opportunity to share institutional expertise, and support virtual education and professional development (e.g., enrich second-language training and development, promote technical and vocational education, and provide employment opportunities),*
- ◆ *Provide logistical support (e.g., information on professional accreditation and recognition) for the activities of the community task forces recommended in this report, and*
- ◆ *"Pull and push" at the same time (that is, be designed for public browsing as well as for providing information to individuals on specific subjects of interest).*

Today, connection between people and communities relies heavily on virtual communication. The Internet is a powerful tool that can be used for community building and coordination at the interregional and intersectoral levels.



**2. That an enhanced research capacity for the English-speaking population and communities of Quebec be established. This enhanced research capacity should:**

- ◆ *Focus primarily on research about the English-speaking communities of Quebec, as well as public policy and program issues related to nurturing their vitality,*
- ◆ *Act as a clearing house for research on and communications among the English-speaking communities of Quebec,*
- ◆ *Undertake provincial initiatives and national and international comparative studies,*
- ◆ *Reserve a significant percentage of its budget and work to support local, regional, sectoral, interregional and intersectoral initiatives that address the vitality development needs of the English-speaking communities of Quebec,*
- ◆ *Receive long-term, multi-year funding support,*
- ◆ *Include and link to databases about Quebec's English-speaking communities to optimize access to existing resources and avoid duplication, and*
- ◆ *Be housed, managed and operated in an appropriate location.*

**3. That information be provided to regional, local and sectoral communities in the Greater Montreal Area about funding that would support their efforts to develop more effective coordinating and development mechanisms for their respective communities.**

**A**s mentioned earlier, this report reflects the first three components of the Public Participation Spectrum, and the GMCDI Steering Committee believes that it has adequately completed these first three steps:

1. *Understand some of the key development issues facing the English-speaking communities of the Greater Montreal Area,*
2. *Seek, assess and analyze community input on the identified issues, and*
3. *Reflect community concerns and aspirations.*

**The Steering Committee also believes that it is important to complete the last two steps in the process:**

4. *Look to community leaders and resources in the Greater Montreal Area for support, and*
5. *Place leadership and decision-making in the hands of community leaders and resources in the Greater Montreal Area.*

## RECOMMENDATIONS

**That the Quebec Community Groups Network (QCGN) work with the GMCDI Steering Committee to ensure that adequate funding is secured to:**

- ◆ *Undertake the last two steps in the public participation process, as outlined above, and*
- ◆ *Adequately finance any specific projects that emerge as a result of work done by community tables and forums toward implementing the recommendations set out in this report.*
- ◆ *Explain the recommendations of this report to community, institutional, sectoral and political leaders within the English-speaking communities in the Greater Montreal Area,*
- ◆ *Secure the communities' active support in developing practical plans that progressively and successfully implement the recommendations in this report, including the costing of these initiatives and the prioritization of specific projects, and*
- ◆ *Hold a GMCDI community forum for the English-speaking communities in the Greater Montreal Area no later than June 2008, to include a:*
  - *Report on the progress made in implementing the recommendations of this report, and*
  - *Proposal for developing a more formal community coordinating mechanism based on the experience of engaging community-wide, interregional and intersectoral leadership.*

## CONCLUSION

**This final report of the GMCDI Steering Committee focuses on the mobilization, animation and leadership of the English-speaking communities of the Greater Montreal Area, and addresses the key community development issues that were identified during the Steering Committee's research and consultation activities.**

The GMCDI Steering Committee has shown prudence in not assuming the provincial and national policy development and advocacy roles that the QCGN plays on behalf of the broader English-speaking communities of Quebec. Nor has it attempted to duplicate the local, regional, provincial, sectoral or institutional roles of key community development architects, such as the Community Table, the English Language Arts Network, the Community Health and Social Services Network, Youth Employment Services or other important community institutions, networks or groups. The Steering Committee has also been careful to avoid suggesting that it should undertake the roles and responsibilities of elected school boards or the governance structures of public health and social service institutions.

The GMCDI Steering Committee believes, however, that the time has come to establish and adequately support a collaborative community leadership that is focused on addressing key, cross-cutting community development challenges that no one community, institution, group or network can address alone. Building community vitality fundamentally depends on the desire and the willingness of community members and leaders to work together for the greater common good — and the Steering Committee believes that these elements exist.

To effectively address the more complex issues that require broader, more horizontal and sustained community development approaches, the coordinating capacity within the English-speaking communities must be developed, and community leaders and organizations must play a participatory role and receive the support of the collective community.

The GMCDI Steering Committee is satisfied that it has identified the community development challenges that members of the English-speaking communities of the Greater Montreal Area wish to address together. It is now time to take action. The Steering Committee will continue to encourage, support and coordinate the efforts of different community players in implementing the report's recommendations.

The GMCDI Steering Committee believes that the time has come to move to establish and adequately support a collaborative community leadership that is focused on addressing key, cross-cutting community development challenges that no one community, institution, group or network can address alone.



## LIST OF RECOMMENDATIONS

### Demographics

1. That all components of the English-speaking communities of the Greater Montreal Area (regional, sectoral, institutional) reflect and consider the contemporary reality and diversity of the communities in their organizational leadership, policy and program development activities.

### Leadership

2. That a collaborative community leadership approach be mobilized, supported and built by tackling a limited number of key, cross-cutting community development challenges that require interregional and intersectoral cooperation, and that sufficient resources be made available to support this approach.
3. That this collaborative approach be developed in a progressive manner, with sufficient time invested to explain the need for such a form of leadership to key regional, sectoral and institutional leaders. (See Annex 2 for a timeline for developing this approach.)

### Employment and Economic Development

4. That leaders in economic development and education be supported so that together they can better create an integrated and targeted approach for improving the employability of Anglophone, ethnic and visible minorities, less-advantaged youth, students, migrants from other parts of Canada and newly arrived immigrants that identify with the English-speaking communities in the Greater Montreal Area.
5. That this integrated approach be focused on the following five employability thrusts inspired by the suggestions put forward during the GMCDI consultations:
  - ◆ *Promoting a life-long learning approach to second-language training and development by:*
    - *Increasing opportunities for innovative and more effective forms of second-language training,*
    - *Enriching the core second-language training experiences for less-advantaged youth in the secondary school system, perhaps via a series of supervised and remunerated work assignments, internships, and mentoring opportunities in French-language public and private sector settings,*
    - *Encouraging English-language CEGEPS and universities to contribute to second-language training for their pre-university, professional, university and technical-vocational students, and enhancing the continuity of second-language training and development after high school, and*
    - *Providing support to those who are unemployed and under-employed because of limited second-language capacity.*
  - ◆ *Linking the employability strategy to the promotion of technical and vocational opportunities in the regional labour market, and creating economic development, educational and private sector networks to encourage recruitment in these areas,*
  - ◆ *Securing additional funding for employment service providers so they can respond to the high levels of employment service demands, which surpass their current capacity,*

- ◆ *Identifying and addressing barriers to credential recognition, and working to provide time-limited professional employment opportunities (three to five years) for migrants from other parts of Canada, as well as immigrants, while these individuals secure their French-language certification, and*
  - ◆ *Nurturing and developing self-employment and entrepreneurial initiatives, including those within the social economy sector.*
6. That all possible remedies to the unacceptable, seemingly irresolvable situation of employment inequity in public services be advanced, including the explicit designation of English-speaking individuals as a beneficiary group under these remedies.

### **Health and Social Services**

7. That a Greater Montreal Health and Social Services Task Force be created.
8. That the Task Force be requested to assess the impacts of the current health and social services reorganization (specifically the creation of the CSSSs and the integrated university health networks) on the organization of front-line and specialized services available to the English-speaking communities of the regions in the Greater Montreal Area, and recommend changes/improvements as required.
9. That the Task Force assist English-speaking communities of the Greater Montreal Area to intervene effectively in the organization and implementation of Quebec's public health plans.
10. That the types of funding support provided by the federal government, especially Health Canada, be increased in order to provide greater support to developing and improving the design and delivery of health and social services to the English-speaking communities in the Greater Montreal Area.

### **Education**

11. That English-language school boards work together, in collaboration with parent and community representatives, to undertake a study of the long-term impact of ongoing student population decline on the viability and vitality of English-language primary and secondary school networks in the Greater Montreal Area. The study's objective should be to identify.
- ◆ *educational and community issues that this decline may create, and*
  - ◆ *potential strategies for addressing these issues over the next 10 years.*
12. That the English-speaking communities of the Greater Montreal Area work with the English school boards to assess the French-language skills that students need to effectively integrate into Quebec's labour market, and to identify innovative approaches to French-language training that will help students acquire the competency they need.
13. That the English-speaking communities of the Greater Montreal Area work with the English school boards to help unemployed and under-employed adults upgrade their language skills so they can participate more fully in the labour market. This initiative should be coordinated with the work that will be pursued under Observation 3 related to employability.



### Arts, Culture and Heritage

14. That a Cultural Resources Task Force be established to design and implement a multi-year strategy for promoting the cultural resources of the English-speaking communities of the Greater Montreal Area across Quebec, and nationally and internationally. The strategy's main objectives should be to:
- ◆ *Project a modern image of the Greater Montreal Area's English-speaking communities,*
  - ◆ *Promote Montreal as a creative environment so as to retain and attract English-speaking creative workers and artistic entrepreneurs,*
  - ◆ *Enhance the commercialization possibilities of the communities' cultural talents and products,*
  - ◆ *Partner with French-speaking cultural resources in presenting cultural products in both English and French, domestically and internationally, and*
  - ◆ *Partner with English-language schools to enrich artistic, cultural and heritage programs (this could be a component of the community-education partnership, above).*

### Community Development

15. That the political strategies of the English-speaking communities of the Greater Montreal Area focus on resolving the critical, cross-cutting community challenges and issues identified in this report.
- ◆ *These strategies should be developed and integrated into the efforts of the task forces and forums recommended in this report, and*
  - ◆ *These task forces should include relevant representation from local, regional and sectoral communities.*
16. That these strategies be presented to the English-speaking communities at a community forum, which will create the opportunity to coordinate these strategies among the community members and leaders.
17. That these strategies be shared on a regular basis with school board, municipal, provincial and federal politicians.
- ◆ *A network of political leaders from these levels should be developed to facilitate this process, and the members of this network should be:*
    - *Kept up-to-date on the community development issues and challenges being faced by the English-speaking communities, and*
    - *Consulted on the development of targeted political strategies that will benefit the ongoing development of the English-speaking communities.*

### Policy Development

18. That the task forces recommended in this report, and community and institutional representatives from the English-speaking communities of the Greater Montreal Area, participate in the Quebec Community Groups Network's community forum to be held February 2008. This forum will review the impacts of key federal and provincial framework policies on the development of English-speaking communities across Quebec. Recommendations will be formulated at that time on how these policies can be improved to better support minority-language communities in Quebec.

### Community Capacity Building

19. That an area-wide, interregional and intersectoral Internet-based community database be developed and made available to the English-speaking communities in the Greater Montreal Area. The database should:

- ◆ *Connect people and organizations within the English-speaking communities with resources, services and expertise, acting as an electronic information and referral service to public, institutional and community resources,*
- ◆ *Provide the opportunity to share institutional expertise, and support virtual education and professional development (e.g., enrich second-language training and development, promote technical and vocational education, and provide employment opportunities),*
- ◆ *Provide logistical support (e.g., information on professional accreditation and recognition) for the activities of the community task forces recommended in this report, and*
- ◆ *"Pull and push" at the same time (that is, be designed for public browsing as well as for providing information to individuals on specific subjects of interest).*

20. That an enhanced research capacity for the English-speaking population and communities of Quebec be established. This enhanced research capacity should:

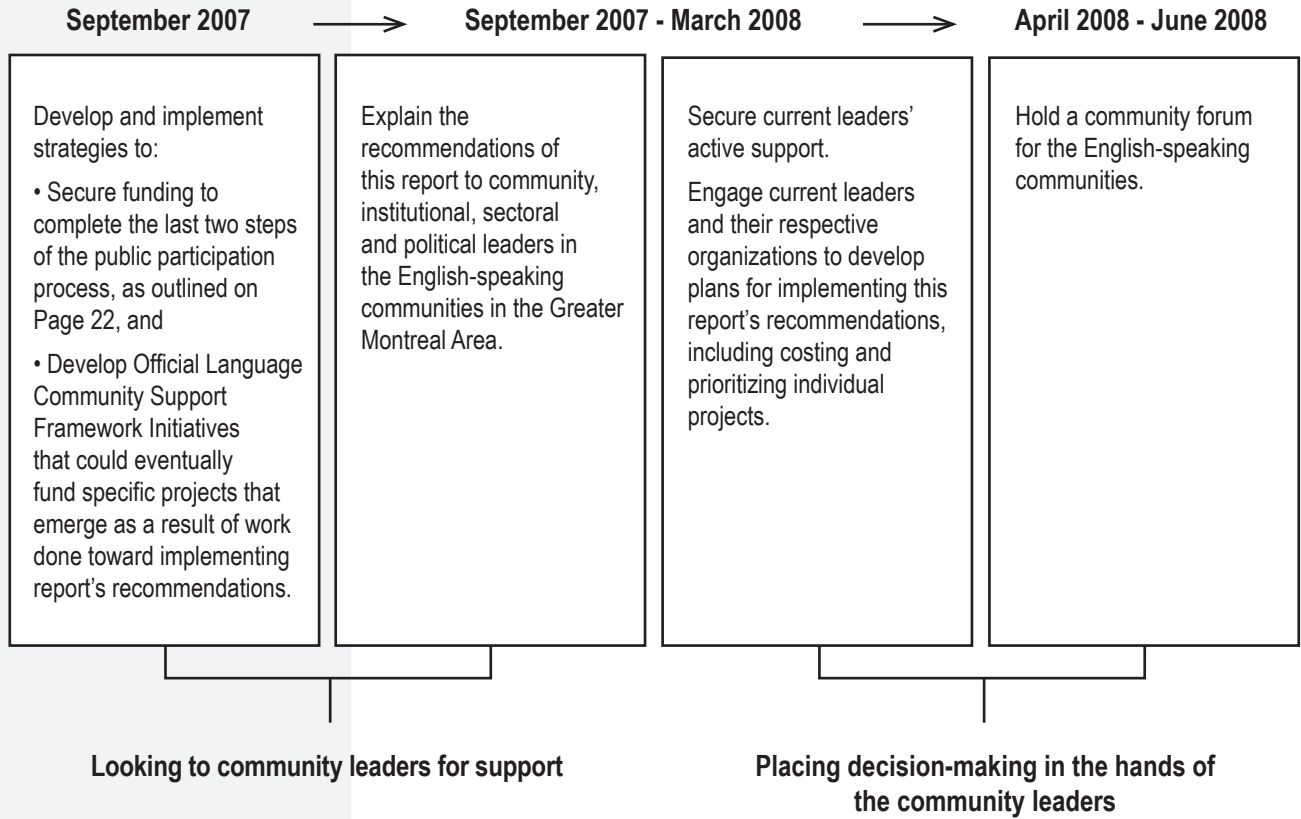
- ◆ *Focus primarily on research about the English-speaking communities of Quebec, as well as public policy and program issues related to nurturing their vitality,*
- ◆ *Act as a clearing house for research on and communications among the English-speaking communities of Quebec,*
- ◆ *Undertake provincial initiatives and national and international comparative studies,*
- ◆ *Reserve a significant percentage of its budget and work to support local, regional, sectoral, interregional and intersectoral initiatives that address the vitality development needs of the English-speaking communities of Quebec,*
- ◆ *Receive long-term, multi-year funding support,*
- ◆ *Include and link to databases about Quebec's English-speaking communities to optimize access to existing resources and avoid duplication, and*
- ◆ *Be housed, managed and operated in an appropriate location.*

21. That information be provided to regional, local and sectoral communities in the Greater Montreal Area about funding that would support their efforts to develop more effective coordinating and development mechanisms for their respective communities.

### **Moving Forward**

22. That the Quebec Community Groups Network (QCGN) work with the GMCDI Steering Committee to ensure that adequate funding is secured to:
- ◆ *Undertake the last two steps in the public participation process, as outlined above, and*
  - ◆ *Adequately finance any specific projects that emerge as a result of work done by community tables and forums toward implementing the recommendations set out in this report.*
  - ◆ *Explain the recommendations of this report to community, institutional, sectoral and political leaders within the English-speaking communities in the Greater Montreal Area,*
  - ◆ *Secure the communities' active support in developing practical plans that progressively and successfully implement the recommendations in this report, including the costing of these initiatives and the prioritization of specific projects, and*
  - ◆ *Hold a GMCDI community forum for the English-speaking communities in the Greater Montreal Area no later than June 2008, to include a:*
    - *Report on the progress made in implementing the recommendations of this report, and*
    - *Proposal for developing a more formal community coordinating mechanism based on the experience of engaging community-wide, interregional and intersectoral leadership.*

**WORK FLOW PLAN**



## **STEERING COMMITTEE MEMBERS**

### **Don Taylor**

GMCDI Steering Committee Chairman, and Education Consultant

### **Dennis Smith**

GMCDI Steering Committee Vice-chairman, and City Councillor, Pointe-Claire

### **Steven Bletas**

Chairman, Sir Wilfrid Laurier School Board

### **Casper Bloom**

Chairperson, Public Service Labour Relations Board, and Former Senior Partner at Ogilvy Renault

### **Janet Forsyth**

Member of the Executive, East Island Network for English Language Services, and Community Organizer

### **Margaret Lefebvre**

Past President, Couchiching Institute on Public Affairs

### **Edna Mendelson**

Former Executive Director, Jewish Rehabilitation Centre Foundation

### **Martin Murphy**

President, Quebec Community Groups Network (QCGN), and Executive Director, English Speaking Catholic Council (ESCC)

### **Fo Niemi**

Co-founder and Executive Director, Center for Research-Action on Race Relations (CRARR)

### **Stephen G. Schenke**

Partner, McCarthy Tétrault Law Firm

### **Leandro Tolentino**

Former Interim Executive Director, Native Friendship Centre of Montreal, and President of Tagalog Association of Quebec (TAQ)

### **Lorraine Torpy**

Member of Board of Directors and User Committee, Charles Lemoyne Hospital

### **Frank Verrillo**

Commissioner, English Montreal School Board (EMSB)

## PARTICIPANTS IN THE CONSULTATIVE AND DELIBERATIVE FORUMS OF THE GMCDI

### VALIDATION PANEL

**Mandate:** To review and validate the six GMCDI Discussion Papers

**Meeting:** February 19, 2007, Concordia University, Montreal, Quebec

**Fernanda Amaro - Employment and Economic Development**  
Director, Administration and Personnel, Youth Employment Services (YES)

**David Birnbaum - Education**  
Executive Director, Quebec English School Boards Association (QESBA)

**John Buck - Employment and Economic Development**  
Executive Director, Community Table of National Human Resources Development Committee for the English Linguistic Minority

**Jim Carter - Health and Social Services**  
Policy Advisor, Community Health and Social Services Network (CHSSN)

**David Cassidy - Social Participation**  
Retired Social Worker, Guy-Concordia Metro CLSC

**Ross Clark - Arts, Culture and Heritage**  
Associate Vice-President, KCI-Ketchum and Board Member, Heritage Montreal

**Claude Grenier - Demographics**  
Analyst, Demographic and Language Characteristics Section (Census), Statistics Canada

**Sylvie Kaniaros**  
Executive Director, AGAPE, Laval — Observer

**Elizabeth Kater**  
President, Community Table of National Human Resources Development Committee for the English Linguistic Minority

**Tony Lacroce - Education**  
Director General, English Montreal School Board (EMSB)

**Rod MacLeod - Arts, Culture and Heritage**  
President, Quebec Anglophone Heritage Network (QAHN)

**Betty McLeod - Social Participation**  
President of AGAPE, Laval

**Michael Udy - Health and Social Services**  
Executive Director, Batshaw Youth and Family Centres

### COMMUNITY FORUMS

More than 300 participants attended the community and public forums.

**Laval Community Forum**  
March 1, 2007, 1-4 p.m.

**West Island Community Forum**  
March 1, 2007, 7-10 p.m.

**Montreal Centre Community Forum**  
March 8, 2007, 7-10 p.m.

**South Shore Community Forum**  
March 12, 2007, 7-10 p.m.

**Montreal East Community Forum**  
March 13, 2007, 1-4 p.m.

**Public Forum**  
April 11, 2007, 7-10 p.m.

## SECTOR PANELS

**Mandate:** To provide professional views on major community development challenges related to their respective areas of expertise.

**Meetings:** March 19 and 22, 2007, Concordia University, Montreal, Quebec

### SECTOR PANEL 1: HEALTH AND SOCIAL SERVICES, MARCH 19, 2007

**Jim Carter**

Policy Advisor, Community Health and Social Services Network (CHSSN)

**Margaret Douek**

Assistant Executive Director, Batshaw Youth and Family Centres

**Marilyn Kaplow**

Director, Quality and Risk Management, McGill University Health Centre (MUHC), and Administrative Director, Neuroscience Mission

**Sheila Laursen**

President, Centre de santé et des services sociaux Ouest L'Île, and Director, International Programs, YMCA Montreal

**Richard Silver**

Registrar and Legal Counsel, Ordre professionnels des travailleurs sociaux du Québec

### SECTOR PANEL 2: ARTS, CULTURE & HERITAGE, MARCH 19, 2007

**Randy Duniz**

Director of Communications, Alliance of Canadian Cinema, Television and Radio Artists (ACTRA)

**Davis Joachim**

Executive Director, I Musici de Montréal Chambre Orchestra

**Victoria LeBlanc**

Director, Visual Arts Centre, McClure Gallery, and Curator, Victoria Hall Gallery, Westmount

**Gordon McCall**

Executive Director, Centaur Theatre

**Kevin O'Donnell**

Board Member, Quebec Anglophone Heritage Network (QAHN)

**Guy Rodgers**

Executive Director, English Language Arts Network (ELAN)

### SECTOR PANEL 3: DEMOGRAPHICS, MARCH 19TH, 2007

**Melanie Anestis**

Analyst, Privy Council Office

**Dr. Richard Bourhis**

Director, Centre d'études éthiques des universités montréalaises

**Dr. Jean-Pierre Corbeil**

Chief, Language Statistics Section, Demography Division, Statistics Canada

**Michael O'Keefe**

Strategic Policy and Research, Privy Council Office

**Jan Warnke**

Researcher, Quebec City

### SECTOR PANEL 4: SOCIAL PARTICIPATION , MARCH 22, 2007

**Warren Allmand**

City Councillor, Montreal, and former Member of Parliament

**Lance Evoy**

Coordinator, Institute in Management and Community Development, Centre for Continuing Education, Concordia University

**Sheila Laursen**

Director of International Programs, YMCA Montreal

**Sharon Leslie**

Community activist and former City Councillor, Montreal

**Helen McGregor**

Assistant Director, West Island Citizen Advocacy

**Patrick Merrigan**

Director, Volunteer Recruitment, Volunteer West Island

**SECTOR PANEL 5:  
ECONOMIC DEVELOPMENT AND EMPLOYMENT,  
MARCH 22, 2007**

**Lisa Boyle**

Executive Director, La Passerelle employment agency (clients 40 years and older)

**Dr. Ted Bradley**

Professeur titulaire, Département de médecine, Université de Montréal

**Dr. A.B. Ibrahim**

Director, Centre for Small Business and Entrepreneurial Studies, and Associate Dean, Concordia University

**Annalise Iten**

Job Search Director, Youth Employment Services (YES)

**Michel Lamontagne**

Président, Comité d'analyse stratégique sur les affaires sociales, Chambre de Commerce du Montréal Métropolitain

**Suzanne Pelletier**

Recruiter, Public Service Commission

**Dana Vocisano**

Senior Program Officer, J.W. McConnell Family Foundation

**SECTOR PANEL 6:  
EDUCATION, MARCH 22, 2007**

**Phil Abrami**

Research Chair, Education Department, Concordia University

**Debbie Horrocks**

Vice-President, Quebec English School Boards Association (QESBA), and Vice-Chair, Riverside School Board

**Marzia Michielli**

Centre Principal, Rosemount Technology Centre, English Montreal School Board (EMSB)

**Giordano Rosa del Vecchio**

Retired Director General, Sir Wilfrid Laurier School Board

**Ruth Rosenfield**

President, Montreal Teachers Association

**Sue Williams**

Parent Commissioner, Lester B. Pearson School Board

**INTEGRATION PANEL**

**Mandate: To assist in reviewing and integrating the content of final draft of the GMCDI report.**

**Meeting: May 22, 2007, Concordia University, Montreal, Quebec**

**Dr. Clarence Bayne**

Professor, John Molson School of Business, Concordia University, and President, Black Studies Centre

**John Buck**

Executive Director, Community Table of National Human Resources Development Committee for the English Linguistic Minority

**Davis Joachim**

Executive Director, I Musici Montreal Chamber Orchestra

**Patricia Moffa**

Regional Director, English Montreal School Board

**Guy Rodgers**

Executive Director, English Language Arts Network (ELAN)

**Michael Udy**

Executive Director, Batshaw Youth and Family Centres

**Iris Unger**

Executive Director, Youth Employment Services (YES)



## FIRST OFFICIAL LANGUAGE SPOKEN (FOLS) DEFINITION

The language definition generally used in assembling evidence for this report and the six discussion papers prepared for the GMCDI is “First Official Language Spoken” (FOLS), which is derived from three census questions on: (1) knowledge of English and French, (2) mother tongue, and (3) home language. For the purpose of this report, “English-speaking” and “Anglophone” are synonymous and refer to the population for which English was the first official language spoken.

The FOLS definition has the advantage of being an inclusive definition in terms of linguistic duality, in contrast with the mother tongue definition, which excludes Allophones (whose mother tongue is neither English nor French) from consideration. Under FOLS, 99.4 per cent of Canadians are classified as being either Anglophone or Francophone. Another major advantage of FOLS is the abundance of census data that has been developed using this definition.

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