![Community Vitality Roundtables logo]

Working Together for a More Vital Community

The 2022-2027 Community Development Plan for English-speaking Quebec

Data

Change Statement | The community sector serving English-speaking Quebec cultivates a sustained, ongoing capacity to collect, analyze, and share information (qualitative and quantitative) necessary to more deeply understand our community.

Desired Outcome | The community sector serving English-speaking Quebec enhances and expands its shared understanding of how more effective data collection and analysis strengthens community interventions.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Develop a framework for measuring capacity, as well as needs of community stakeholders to access, produce, and use data.	A framework for assessing needs provides the foundation for future actions.	25-30 community organizations validate framework	March 2023
	Compile sources of information produced outside of conventional channels, known as "grey literature."	Data collected from a broader array of sources and perspectives contributes to a more complete knowledge base.	At least 40 organizations contribute to shared resources	Ongoing; evaluate progress in Sept 2022 & March 2023

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
2	Measure capacity and identify the challenges organizations face in accessing, producing, and using data.	Community leaders are equipped to better identify and understand knowledge gaps.	TBC following March 2023 Forum	March 2024
	Compile sources of "grey literature."	Data collected from a broader array of sources and perspectives contributes to a more complete knowledge base.		Ongoing; evaluate progress in Sept 2023 & March 2024
	Diversify community data collection and knowledge and strengthen efforts at the collection of race-based data as well as Indigenous knowledge and memory.	Knowledge base becomes more inclusive.		
3	Network organizations share best practices on effectively accessing, producing, and using data.	Training assists community sector organizations to leverage the power of data.	TBC following March 2024 Forum	Sept 2024
	Compile sources of "grey literature."	Data collected from a broader array of sources and perspectives contributes to a more complete knowledge base.		Ongoing; evaluate progress in Sept 2024 & March 2025
	Identify opportunities to diversify funding sources for community data collection.	Sustained investments in data collection and mobilization lead to growth and maintenance of collective knowledge base.		Ongoing; evaluate progress in Sept 2024 & March 2025

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
4	Community partners explore standard Census definitions/indicators, including the definition of English speakers (FOLS vs Mother Tongue) and indicators of poverty and vulnerability (LICO vs MBM) ahead of t he 2026 federal census release.	The community sector embraces the most accurate/inclusive Census data points.	TBC following March 2025 Forum	Sept 2025
	Community Roundtables agree on and promote common position regarding above indicators.			March 2026
	Examine the use of social media as a means of collecting and sharing information.	Data collected from a broader array of sources and perspectives contributes to a more complete knowledge base.		Ongoing; evaluate progress in Sept 2025 & March 2026
5	Consolidate knowledge base with the inclusion of data from a wide variety of sources, including grey literature.	Thanks to a more complete data/knowledge base, community leaders better understand knowledge gaps and are better equipped to identify solutions.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Knowledge/data is methodically maintained and transferred as the community sector evolves. Community groups exchange resources, information, insights, and tips with each other.	Community organizations and leaders achieve a better understanding of best practices on data collection and what strategies and tactics other groups utilize to collect/share/use data.	A minimum of 50 community organizations participates Active involvement and mobilization of 10-15 groups and academic institutions producing data/research	March 2023
2	Community organizations, institutions, and other partners continue producing data and exchange resources, information, insights, and tips.	Community organizations and leaders achieve a better understanding of best practices on data collection and what strategies and tactics other groups utilize to collect/share/use data.	TBC following March 2023 Forum	Ongoing; evaluate progress in Sept 2023 & March 2024
3	Community organizations, institutions, and other partners continue producing data and exchange resources, information, insights, and tips.	Community organizations and leaders achieve a better understanding of best practices on data collection and what strategies and tactics other groups utilize to collect/share/use data.	TBC Following March 2024 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
4	Community organizations, institutions, and other partners continue producing data and exchange resources, information, insights, and tips.	Community organizations and leaders achieve a better understanding of best practices on data collection and what strategies and tactics other groups utilize to collect/share/use data.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Community organizations, institutions, and other partners continue producing data and exchange resources, information, insights, and tips.	Community organizations and leaders achieve a better understanding of best practices on data collection and what strategies and tactics other groups utilize to collect/share/use data.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

Desired Outcome | Information collected and shared serves as an effective means for mobilization/advocacy and contributes to desired shifts in policy, programming, and funding for English-speaking Quebec.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Identify areas/sectors where policy/funding gaps exist and assess needs for additional data collection and develop recommendations for addressing gaps in community knowledge.	Improved community knowledge around community issues and policy/funding gaps.	The process involves and receives validation from 20 organizations in various sectors of activity.	Sept 2022
	Examine the feasibility of a shared model for ongoing data collection/environmental scanning that integrates the common objectives across identified development areas – data, funding, representation as well as organizational and network health.	The community sector has access to infrastructure for managing data that assists in the identification of policy gaps as well as program and funding needs.	10-15 organizations from all four Community Roundtables are engaged in the process.	Sept 2022
	Identify top resources used by the community for data collection and research. Circulate to Roundtable participants and community at large.	Community groups have easy access to tried-and-true data resources.	List with 5-10 resources	March 2023
	Lead discussion on belonging and identity to develop an inclusive position on who is an English-speaking Quebecer and what organizations and institutions represent and serve our community.	Shared understanding of who is an English-speaking Quebecer and what organizations/institutions are connected to our community.	Validation by Community Roundtables	March 2023
2	Develop model for ongoing data collection/environmental scanning that integrates common objectives across identified development areas – data, funding, representation as well as organizational and network health.	Model provides community sector with means to identify, collect, and collate knowledge in a manner that is conducive to effective mobilization.	TBC following March 2023 Forum	March 2024
3 & 4	Establish model(s) for ongoing data collection/environmental scanning to measure overall community vitality based on identified development areas. Deploy research model and evaluate progress.	Improved community knowledge of policy gaps and community needs.	TBC following March 2024 & 2025 Forums	March 2025 & 2026

	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
4	Using research model, strengthen position on community priorities, with focus on social return on investment.	Community's capacity to address systemic challenges in accessing support as well as defend investments in core capacity is reinforced.	TBC following March 2024 & 2025 Forums	Sept 2025
5	Assess research model and develop recommendations on moving forward.	Community participates in assessment of research model.	TBC following March 2026 Forum	March 2027

Funding

Funding Change Statement | English-speaking Quebec is an equal partner when and where decisions are made concerning policies, programs, and funding to ensure that resources are allocated equitably, and in a manner that responds to the unique and diverse needs of our organizations and communities.

Desired Outcome | Programming, funding, and political support from all levels of government and funding partners increasingly responds to community needs.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Report on funding allocated to the community sector, measured against reliable indicators of community needs.	Community stakeholders and funders achieve a shared understanding of current funding realities.	Reports include examples from a cross-sector of at least 15 community groups	Sept 2022
	Consult community stakeholders to define the parameters of a shared database of key contacts within federal funding bodies.	The framework identifies key federal funding partners.	Four federal departments that provide funding to four sectors are inventoried.	March 2023
2	Develop a plan to create and maintain a shared database that identifies key contacts within federal funding bodies.	Community partners buy into creation of shared database.	TBC following March 2023 Forum	Sept 2023
	Build and maintain relationships with government funders, policy-makers, and political representatives.	Community leaders have increased capacity to interact with policymakers and decision leaders.		March 2024
3	Develop a shared database and designate an organization to maintain and host it.	New tool identifies contacts and facilitates communications between community organizations and potential federal partners.	TBC following March 2024 Forum	March 2025

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
	Communicate with identified stakeholders within the federal government with which to open dialogue and establish relationships.	Relationships are established with key policy- and decision-makers in the federal government.	TBC following March 2024 Forum	Ongoing; evaluate performance in Sept 2024 & March 2025
	Develop a Request for Proposals for a stakeholder analysis of private sector and provincial funders to increase knowledge within the community about how these partners impact the activities of our community.	Community organizations agree on joint proposal.		Sept 2024
	Conduct a stakeholder analysis of private sector and provincial funders to increase knowledge within the community about how these partners impact the activities of our community.	Provincial and private sector funders are identified.		March 2025
4	Engage with municipal stakeholders ahead of and during municipal election campaign to raise awareness of issues facing English-speaking constituents, including funding for organizations supporting the community.	Candidates and municipal political parties are aware of issues affecting local English-speaking communities.	TBC following March 2025 Forum	Sept 2025
	Explore mechanisms to expand shared database to include provincial, municipal, and private funding bodies.	Shared database grows to include funding bodies outside of the federal government.		March 2026
5	Integrate provincial and private-sector funding partners into shared database.	Shared database grows to include funding bodies outside of the federal government.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Community Roundtables and stakeholders outline funding inequities across multiple sectors of activity and seek commitments for policy, programming, and funding that supports key community priorities and initiatives during the 2022 provincial election and consultations regarding the federal Official Language Strategies (Action Plan) in Summer 2022.	Community leaders put forward common positions and advocate for specific community needs and priorities.	Six to eight partners participate in production of position paper; 80% validation from community partners.	Sept 2022
2	Create an evidence base that outlines structural challenges, estimates the cost of needs in targeted sectors, and develops recommendations accordingly.	Community leaders reaffirm principles for funding goalposts with focus on sectors where policy capacity is lacking.	TBC following March 2023 Forum	March 2024
3	While maintaining focus on solidifying the need for robust policy capacity, develop recommendations to include principles of diversity, equity, and inclusion along with core operations focus.	Evidence base validates need for increased core funding and highlights gaps in funding to diverse groups.	TBC following March 2024 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
4	Community Roundtables and stakeholders outline community needs and seek commitments for policy, programming, and funding that support key community priorities and initiatives ahead of 2025 federal and municipal elections.	Community leaders put forward common positions and advocate for specific community needs and priorities during federal and municipal elections.	TBC following March 2025 Forum	Sept 2025
5	Drawing on priorities affirmed through the Community Development Plan 2022-2027, evaluate impact of funding programs at federal and provincial levels, including the federal action plan 2023-2028 and the 2022-2027 provincial action plan.	Community leaders adopt a common position ahead of consultations for future federal and provincial programming.	TBC following March 2026 Forum	March 2027

Desired Outcome | The community sector secures access to diverse and stable funding.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Consult community stakeholders on strategies and tools needed to support organizations in obtaining stable, recurring core funding as well as project funding aimed at addressing time-specific community needs and issues.	Consultation provides an opportunity for community organizations to discuss their specific challenges and concerns in accessing funding and seek targeted support.	35 stakeholders mobilized/consulted in a minimum of six sectors of activity	March 2023
2	Develop and provide targeted capacity-building tools, resources, and strategies (workshops, guides) to support organizations in accessing diverse and stable funding.	Targeted strategies and resources assist organizations in advocating and applying for funding that sustains their organizational support structures as well as programs and projects.	TBC following March 2023 Forum	March 2024
3	Evaluate capacity-building strategies and resources with a view to expanding and enhancing them. Reach out to a wider group of community stakeholders to share these resources.	Targeted strategies and resources assist organizations in advocating and applying for funding that sustains their organizational support structures as well as programs and projects.	TBC following March 2024 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
4	Evaluate capacity-building strategies and resources with a view to expanding and enhancing them. Reach out to a wider group of community stakeholders to share these resources.	Targeted strategies and resources assist organizations in advocating and applying for funding that sustains their organizational support structures as well as programs and projects.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Evaluate capacity-building strategies and resources with a view to expanding and enhancing them. Reach out to a wider group of community stakeholders to share these resources.	Targeted strategies and resources assist organizations in advocating and applying for funding that sustains their organizational support structures as well as programs and projects.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

Organizational & Network Health

Organization & Network Health Change Statement | Community sector organizations and institutions serving English-speaking Quebecers strengthen their capacity to fulfill their missions while fostering a culture of collaboration and overall inclusion.

Desired Outcome | Thanks to a stronger culture of collaboration, fewer organizations are working in silos.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Consult community sector organizations serving English-speaking Quebecers to identify existing services and initiatives to create a comprehensive inventory of available services and identify which service sectors are not included within existing resources.	Awareness of available community services increases among stakeholders.	35 organizations from at least six sectors of activity are consulted	Sept 2022
	Identify and report on challenges to organizational capacity such as remote management of staff, board and staff retention, and mitigation of mental health and burnout issues. These are collected through a variety of methods including surveys, individual interviews, and focus groups. Make recommendations that address challenges and facilitate dialogue around organizational capacity and engagement.	Report on capacity-building opportunities within community organizations serving English-speaking Quebecers.	Report includes perspectives of at least 30 community stakeholders from diverse regions, populations, and sectors within English-speaking Quebec.	March 2023
2	Promote awareness and facilitate access to services and programming for English-speaking Quebecers through information fairs and dedicated networking sessions to share knowledge and best practices.	Community capacity is enhanced through shared information about services and programming.	TBC following March 2023 Forum	Ongoing; evaluate progress in Sept 2023 & March 2024
	Develop framework for a community-wide inventory of services and programs for English-speaking Quebecers to assess gaps in services and programs as well as opportunities for collaboration.	Community leadership is equipped with a plan to develop a sustainable, community-wide inventory of services and programs.		March 2024

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
3	Create and share a community-wide inventory of services and programs for English-speaking Quebecers in multiple sectors of activities, populations, and regions of Quebec.	Inventory identifies gaps and opportunities for collaboration.	TBC following March 2024 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
	Research best practices to address challenges to organizational capacity.	Best practices are shared.		
4	Building on research from previous year, develop proposals for systemic change in how non-profits are supported.	Community has access to evidence-based solutions to common issues of organizational capacity.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Carry out proposals for systemic change in how non-profits are supported.	Community has access to evidence-based solutions to common issues of organizational capacity.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027
	September forum discusses gaps and opportunities identified through creation of service and program inventory and proposes strategies to address gaps and leverage opportunities.	Community sector mobilized to examine issues related to organizational health.		Sept 2026
	Report on September forum discussion comes up with recommendations and proposes next steps.	Report with recommendations.		March 2027

> **Desired Outcome |** Organizations collaborate on programs and projects that reach a larger number of English-speaking Quebecers and achieve greater collective impact and vitality for our communities.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Develop and share tools that provide community partners with helpful resources to develop collective impact initiatives. These include templates for collaboration agreements and shared reporting templates.	Tools support collective impact initiatives.	Tools shared with at least 20 partners	March 2023
2	Support and encourage organizations with similar or complementary missions to work together to break through longstanding boundaries and achieve mutually beneficial outcomes.	Organizations work on collaborative programs and projects that achieve collective impact.	TBC following March 2023 Forum	March 2024
3	Support and encourage collective impact projects of increased scale and scope, through which organizations are encouraged to work together to achieve mutual goals for the community.	Collaboration between organizations has greater collective impact on English-speaking Quebecers and the vitality of our communities.	TBC following March 2024 Forum	March 2025
4	Support and encourage collective impact projects of increased scale and scope, through which organizations are encouraged to work together to achieve mutual goals for the community.	Collaboration between organizations has greater collective impact on English-speaking Quebecers and the vitality of our communities.	TBC following March 2025 Forum	Ongoing evaluate progress in Sept 2025 & March 2026
5	Support and encourage collective impact projects of increased scale and scope, through which organizations are encouraged to work together to achieve mutual goals for the community.	Collaboration between organizations has greater collective impact on English-speaking Quebecers and the vitality of our communities.	TBC following March 2026 Forum	Ongoing evaluate progress in Sept 2026 & March 2027

Desired Outcome | Strengthened mobilization of community organizations and leaders
to defend and promote common interests and achieve greater community vitality.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Consult with community stakeholders to identify needs for capacity-building, drawing on themes identified within organizational and network roundtables such as fundraising; organizational management; retention; and board development.	Capacity-building workshops support organizational and network health and result in more robust community capacity.	35 stakeholders mobilized/consulted in regions with significant numbers of English-speaking Quebecers and in at least six sectors of activity	Sept 2022
2	Develop and plan workshops on identified themes from previous year to build capacity through acquisition or strengthening skills and knowledge.	Increased capacity allows organizations to become more stable and focus on long-term outcomes.	TBC following March 2023 Forum	Ongoing; evaluate progress in Sept 2023 & March 2024
3	Evaluate and expand capacity-building workshops.	Increased capacity allows organizations to become more stable and focus on long-term outcomes.	TBC following March 2023 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
4	Evaluate and expand capacity-building workshops.	Increased capacity allows organizations to become more stable and focus on long-term outcomes.	TBC following March 2024 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Evaluate and expand capacity-building workshops.	Increased capacity allows organizations to become more stable and focus on long-term outcomes.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

Desired Outcome | Community becomes more inclusive thanks to the presence of a greater number of diverse voices.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Conduct a review on how other groups/communities make room for more voices to identify best practices to include underrepresented individuals/sectors/populations in collective action and provide evidence-informed recommendations to support the participation these groups in community collective action.	Inclusion of more diverse voices expands community action.	Five to 10 groups/ communities are studied.	March 2023
2	Increase our understanding of underrepresented individuals/sectors/ populations in our community and determine how to engage with them.	Community leaders have an increased understanding of diverse individuals/sectors/ populations.	TBC following March 2023 Forum	Ongoing; evaluate progress in Sept 2023 & March 2024
3	Deploy outreach measures to connect with underrepresented individuals/sectors/populations that have not been involved in nor benefitted from community actions and advocacy.	More diverse groups identify with English-speaking community and contribute to activities and advocacy efforts.	TBC following March 2024 Forum	Ongoing; evaluate progress in Sept 2024 & March 2025
4	Evaluate outreach efforts to determine where action has been strongest and where work is still needed. Develop recommendations to include more diverse groups in community actions and advocacy.	Community Vitality Roundtables and other community fora are equipped to build more effective outreach strategies.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Deploy targeted outreach to groups whose relationships with the broader community remain tenuous, in order to connect them with collective actions and advocacy.	Targeted outreach increases the diversity and number of groups engaged in collective efforts.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027

Representation

Representation Change Statement | English-speaking Quebec has a more vital and thriving presence across Quebec society. This will provide our minority language community with the strong voice and visibility required to exert influence on decisions which impact our development and growth.

Desired Outcome | Organizations and key community stakeholders in the English-speaking community engage with leaders from diverse backgrounds and identify changemakers who can join advocacy efforts for our community's needs.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Consult community stakeholders to evaluate the extent to which English-speaking Quebecers are being reached by community action. Identify challenges and develop strategies to increase engagement with individuals.	Report highlighting challenges, as well as engagement strategies identified.	60 community partners participate in survey	March 2023
	March Community Forum proposes strategies to increase engagement between community sector and community members at large.	Community sector groups in different regions and sectors engage with individual English-speaking Quebecers.	Minimum 35 community groups attend forum; 80% validation of strategies	
2	Promote the implementation of strategies identified at March Forum to support community organizations in increasing engagement and identifying potential changemakers.	A greater number of English speakers are connected to their communities and community sector organizations.	TBC following March 2023 Forum	March 2024
	Share strategic opportunities that become available on boards, committees, and other positions on governing bodies in the English-speaking community; the broader community; as well as within government boards and agencies. This includes multiples roles in the health and education sectors, for example schoolboards and access committees for health and social services.	English-speakers with leadership abilities and aspirations have greater access to information about opportunities to influence positive change through active participation in civil society.		

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
3	Explore initiatives to build connections between English-speaking Quebecers and our institutions to foster a new generation of leaders to develop the skills to pursue leadership positions in institutions, government and elected office.	Community cooperates to build a plan to foster English-speaking leaders.	TBC following March 2024 Forum	March 2025
4	Develop and deploy campaign to encourage English speakers to run for municipal office.	More English-speaking Quebecers involved in municipal politics.	TBC following March 2025 Forum	Sept 2025
	Put in place a formal, ongoing program to ensure that English-speaking Quebecers develop the skills and connections required to pursue leadership positions in institutions, government, and elected office.	Up and coming English-speaking leaders and changemakers have support and skills to pursue leadership opportunities.		March 2026
5	Promote the value of multiple identities and demonstrate the benefits of belonging to the English-speaking community.Information is delivered via a speaker series that targets specific populations within the English-speaking community.	Diverse communities recognize shared challenges and the benefits of working together, advocacy, and belonging to Quebec's English-speaking community.	TBC following March 2026 Forum	March 2027

Desired Outcome | Increased representation at all levels of government leads to a civil service that demonstrates a better understanding of our community's need as result leads to enhanced services and government information for English-speaking Quebecers.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Map out where English-speaking Quebecers are represented, underrepresented, and not at all represented in federal and provincial decision-making bodies and detail what leadership opportunities are available in civil society to better understand structures and opportunities and help ensure the community is represented at all levels of government.	A steadily increasing number of English-speaking Quebecers are appointed and/or elected to government decision-making bodies.	Process includes and is validated by Community Vitality Roundtables	March 2023
	Support and encourage initiatives that raise awareness and increase the representation of English speakers in the civil service, with particular attention to study currently underway between community partners and l'École nationale d'administration publique (ENAP).	English speakers are better represented in civil service at multiple levels of government.	10 stakeholders participate in awareness activities.	Ongoing; evaluate progress in Sept 2022 & March 2023
2	Outreach to the Secretariat for relations with English-speaking Quebecers to create and share an organization chart of the provincial government depicting gaps where the English-speaking community is underrepresented, or not at all represented.	Community has knowledge/data to advocate for greater representation in the civil service.	TBC following March 2023 Forum	March 2024
	Identify programs and measures that assist English-speaking Quebecers apply for and obtain jobs in the provincial civil service.	More English-speaking Quebecers are applying for and getting jobs in the provincial civil service.		
3	Expand mapping to include federal and municipal government departments and bodies.	Greater awareness of how English-speaking Quebecers can access jobs in the civil service.	TBC following March 2024 Forum	March 2025
	Research and report on representation in federal and municipal arenas and draft recommendations on how to increase representation of English speakers in the civil service of various levels of government.	Greater knowledge of the underrepresentation of English-speaking Quebecers at all levels of government.		

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
4	Raise awareness of the issue of under-representation within the civil service and seek commitments from all parties and candidates in federal and municipal campaigns to implement solutions.	Candidates and political parties better understand the issue of underrepresentation and commit to implementing change.	TBC following March 2025 Forum	Sept 2025
5	Update organizational chart to maintain awareness of how English-speaking community is represented in civil service.	Community leaders are equipped with the knowledge/data to advocate for fair representation in the civil service.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027
	Research and report on the representation of English speakers within the civil service, what impact they have, and evaluate whether community action has contributed to change.	Community leaders are equipped with knowledge to advocate for equitable representation in government.		March 2027

Desired Outcome | Greater awareness and understanding of English-speaking Quebecers and communities,
as well as the challenges they face, in French-speaking Quebec and the rest of Canada.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Identify networks and communities outside of English-speaking Quebec where community sector groups may have a strategic interest in partnering.	Knowledge of potential partners in broader community and rest of Canada.	20 potential partners identified, and process validated by Community Roundtables.	Sept 2022
2	Build awareness of the beneficial impact of strategic partnerships and identify stakeholders for targeted outreach.	Shared understanding and awareness built within the community of potential impact of partnering with external networks.	TBC following March 2023 Forum	March 2024
3	Mobilize key community leaders and representatives to pursue leadership positions in broader French-speaking community, notably in the health and education sectors. Hold meetings with selected community networks and key actors in the broader Quebec community to discuss collaboration.	Increased collaboration with linguistic majority groups in Quebec leads to increased understanding in those communities of the challenges facing English-speaking Quebecers.	TBC following March 2024 Forum	March 2025
4	Establish partnerships with Official Language Minority Community (OLMC) groups outside of Quebec.	Increased collaboration with linguistic minority groups outside of Quebec leads to increased solidarity among OLMCs.	TBC following March 2025 Forum	Ongoing; evaluate progress in Sept 2025 & March 2026
5	Mobilize French-speaking communities both within and outside Quebec to support ESCQ priorities ahead of consultations for provincial and federal funding cycles beginning in 2028.	Solidarity with French-speaking communities in both Quebec and the rest of Canada enables all communities to recognize common needs and concerns.	TBC following March 2026 Forum	March 2027

Desired Outcome | The English-speaking community of Quebec (ESCQ) possesses the required resources and infrastructure to effectively bring together its multiple constituent communities and represent their needs and interests to decision-making circles to effect change.

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE
1	Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to determine how community sector groups are working together and what constituent communities and sectors of activity are not involved. Report on barriers to participation. Recommend strategies to ensure community development planning is more representative and inclusive of all English-speaking Quebecers.	Representation gaps in Community Development Plan and consultation process are identified.	At least 20 groups not involved in community development planning processes are identified. Process to develop SWOT includes and is validated by all roundtables involved in Community Development Plan.	March 2023
2	Work with community sector organizations representing different regions, sectors, and various population groups including cultural communities, youth, seniors, women, BIPOC, and 2SLGBTQ+, with a view to supporting and integrating their priorities and development goals into the Community Development Plan.	Community Development Plan is more inclusive and reflects the development goals of various groups within our Community of Communities.	TBC following March 2023 Forum	Sept 2023
	Identify under-represented sectors of the English-speaking community that are less established and would benefit from more developed policy capacity. Report on needs and develop appropriate recommendations to support them.	Community policy gaps are identified.		
3	March Forum widens dialogue with stakeholder groups that represent English-speaking racialized and Indigenous communities and begins to identify common strategies to foster greater inclusivity.	Community leaders are more aware and their actions and approaches more inclusive of the needs of racialized and Indigenous populations	TBC following March 2024 Forum	March 2025

YEAR	ACTIONS	OUTPUTS	PERFORMANCE INDICATORS	TIMELINE

4	Conduct formative evaluation of the Community Development Plan to identify where action has been strongest and where work is still needed. Come up with recommendations on how to strengthen community infrastructure to represent collective needs.	Analysis provides knowledge/data to come up with outreach plan to under-represented groups and populations.	TBC following March 2025 Forum	March 2026
5	Conduct targeted outreach to increase connectivity and plan collective actions with sectors, populations, and regions where connections to the broader English-speaking community remain tenuous.	The community grows from within.	TBC following March 2026 Forum	Ongoing; evaluate progress in Sept 2026 & March 2027
	Bookend forum unites community leaders from sectors, regions, and population groups to review accomplishments of past five years; to work on goals for the next Community Development Plan; and to discuss community needs and priorities that should be supported going into 2028-2033 funding cycles for the next federal official languages strategy (Action Plan) and provincial funding programs for the minority English community	Community has common positions on the needs and priorities ahead of the next iteration of the Community Development Plan as well as consultations regarding federal and provincial funding programs.		March 2027

Community
Vitality
Roundtables