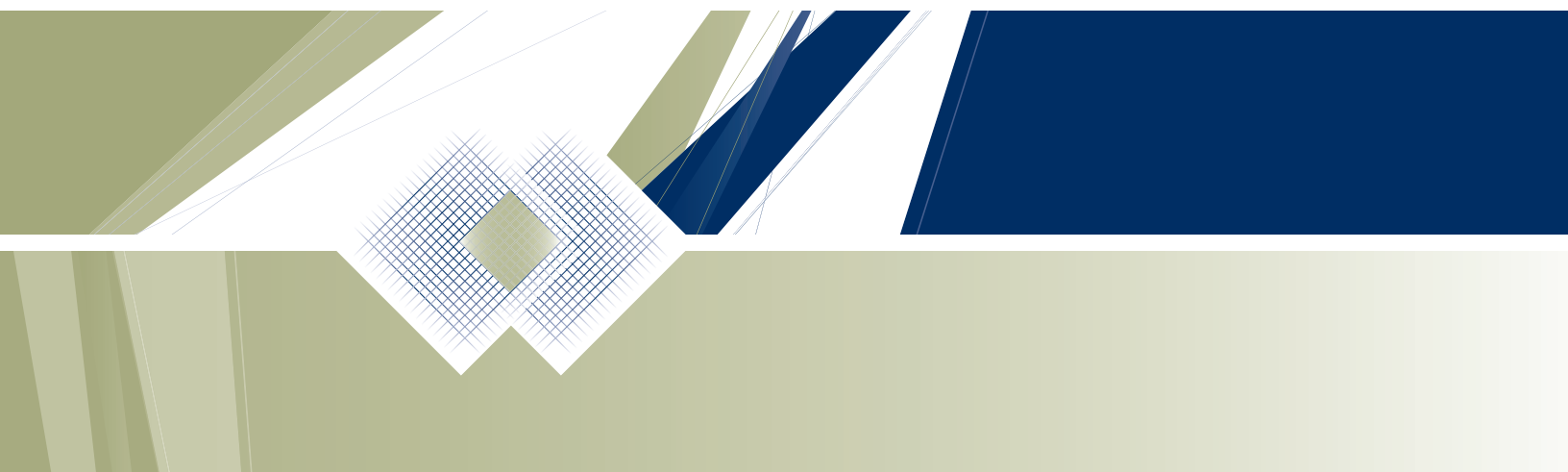




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Vitality Indicators for Official Language Minority Communities 2: Three English-Speaking Communities in Quebec



The English-Speaking Community
of Eastern Townships
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Summary presentation

Introduction

In 2006, the Office of the Commissioner of Official Languages initiated a research study on vitality indicators for official language minority communities in Canada. The first phase examined three urban Francophone communities outside of Quebec (Halifax, Sudbury and Winnipeg), and the second phase looked at three English-speaking communities in Quebec outside of Montréal:¹ Québec City, the Eastern Townships and the Lower North Shore (which includes 14 small remote communities between Kegaska and Blanc Sablon).

Community	Type of Community	Population with English as the First Official Language Spoken	Population (%)
Québec City	Urban	9,780	1.9
Eastern Townships	Urban (Sherbrooke)	7,390	5.1
	Regional (Memphrémagog)	8,350	18.7
	Regional (Brome-Missisquoi)	11,050	24.3
Lower North Shore	Remote (Minganie-Basse-Côte-Nord)	3,505	82.5

Source: Statistics Canada, 2006 Census

This study was carried out because official language minority communities across Canada (English-speaking in Quebec, French-speaking in other provinces) are increasingly mobilizing to maintain their “vitality.” They face real challenges, which stem from their minority context and from demographic trends, to retain their young people, their schools, their employment base and their culture and identity.

But what is “community vitality,” and how can it be measured to determine whether progress to enhance it is being made or not?² Indicators have been a coveted, albeit elusive, tool for reinforcing vitality. In recent years, increased government accountability and a more

strategically oriented community leadership have been evident. These mutually reinforcing factors have given prominence to vitality indicators, or at the very least, to the importance of measuring progress. In addition, the amendments that were made to Part VII of the *Official Languages Act* in 2005 now require federal institutions to take “positive measures” to enhance the vitality of linguistic minority communities and to promote linguistic duality.

This study approaches community vitality from a practical angle. To evaluate the results of efforts, community priorities must first be identified: What are the broad or specific objectives that a community has set for itself?

Vitality indicators are not very useful in and of themselves or in the abstract; they are usually linked with a specific result. Moreover, official language minority communities are responding to their own respective challenges and have varying amounts of resources or capital to contribute to community vitality.³ Before a general sense of the most salient vitality indicators can be established, grassroots community initiatives must first

be examined, in addition to the results-based activities that are supported by the public or private sectors in the communities themselves.

The communities are seeking to better understand the factors that affect their vitality and the measures they need to put in place to improve their condition. Community vitality is often a reflection of how the factors contributing to the community’s condition are perceived and how and whether this perception has changed over time. Because vitality is often rooted in such perceptions, its assessment cannot exclusively rely on a quantitative measurement of population and community resources (i.e., census and survey data). While such sources of information remain important in the assessment of certain

1 The Montréal area was the subject of an extensive community outreach and assessment activity in 2007 under the Greater Montreal Community Development Initiative, which was conducted by the Quebec Community Groups Network.
2 Further details on the various elements of community vitality can be found in a variety of reports published by the Office of the Commissioner of Official Languages.
3 Marc L. Johnson and Paule Doucet, *A Sharper View: Evaluating the Vitality of Official Language Minority Communities*, Office of the Commissioner of Official Languages, 2006.

dimensions of community vitality, notably in the sectors of demography and migration, they are best understood in conjunction with qualitative data.

For a fuller understanding of community vitality, it is important to analyze the experiences of official language minority communities through the objectives and experiences of community members. Such an analysis was the aim of this study so that courses of action can be suggested to official language minority communities and the federal government, and the tools the communities need to continue to develop successfully can be provided. The logic models, for example, are seen as potentially useful tools for dialogue between the government and official language minority communities.

1. Objectives

The main objective of the study was to gather information on community development initiatives in sectors identified by each of the designated communities so that vitality indicators that will be useful to them can be established. The specific objectives were the following:

- Identify, within each community, keys to success and best practices related to vitality;
- Prepare logic models, or flow charts, to express the community's objectives and aspirations for each of the four sectors of community activity under study;
- Identify, from an evaluative perspective, quantitative and qualitative indicators that can be used to assess the vitality of official language minority communities based on the priorities they have set for themselves;
- Produce a community study, for each of the three communities, that describes the assets and needs in the sectors of activity studied.

2. Methodology

This study follows the report titled *Vitality Indicators for Official Language Minority Communities 1: Francophones in Urban Settings*,⁴ in which community vitality is defined as follows:

A community's ability to take charge of its development based on several types of resources (demographic, political, legal, social, economic and cultural), that are transformed for the benefit of the community through dynamic leadership.

Another study titled *A sharper View: Evaluating the Vitality of Official Language Minority Communities*,⁵ also revealed the importance of a community assessment of vitality, namely an approach that community organizations can use to define development and vitality objectives for their community, in the form of expected outcomes, and to assess the achievement of these outcomes using indicators and a systematic process of data collection and analysis. This study responds to the need to assess community vitality in a practical way by developing and applying a "vitality model," which is defined as a logic model with indicators and data sources.

The English-speaking community in Quebec is a long-standing and diverse community that is composed of the large English-speaking population in and around Montréal as well as of the many vibrant urban, rural and remote communities in the regions of the province. These communities are spread out over a latitudinal distance of 2,000 km and it is important to recognize this distinction because it contributes to some of the difficulties encountered by them. Communities in the regions often exist below the threshold of "where numbers warrant" for English-language services and are geographically isolated and disparate in nature. In addition to meeting priorities shared by all official language minority communities (for example, health and social services, education and youth retention), these communities face further challenges (such as transportation, communications and economic development). This study focused on the English-speaking

4 Office of the Commissioner of Official Languages, *Vitality Indicators for Official Language Minority Communities 1: Francophones in Urban Settings*, Ottawa, 2007.

5 Marc L. Johnson and Paule Doucet, *A Sharper View: Evaluating the Vitality of Official Language Minority Communities*, Office of the Commissioner of Official Languages, 2006.

communities outside of Montréal to represent the diversity that is inherent within the official language minority communities of Quebec as a whole, and to examine how community vitality indicators can contribute to development within varied community settings.

The three communities were chosen because they represent the demographic and geographic make-up of English-speaking Quebec outside of Montréal (urban, regional and remote). Montréal is seen as the centre of the English-speaking community in Quebec and has been the focus of a recent initiative examining the challenges related to its development.⁶ This study can be considered complementary to that initiative. A great number of English-speaking communities across the province have a very different reality than that of the community in Montréal. The three communities selected are representative of other English-speaking communities that are in urban areas but have a weak demographic density, or are in rural and remote areas where they form an active minority within the region or, in some cases, a majority within local community settings. During recent initiatives, it was observed that these communities were determined to pursue greater vitality and address the range of challenges that they face as official language minority communities.

The study followed a participatory approach that included the establishment of a steering committee composed of eight leading community stakeholders and representatives from the Office of the Commissioner of Official Languages and the Qu'anglo Communications consulting team. An orientation session (via teleconference) with the steering committee was held on April 3, 2007, to present an overview of the project, invite general input from community representatives and determine the process (i.e., timing, manner) that would be used to hold the consultations with the task forces in each of their communities. The orientation session also served to develop criteria for the selection of task force members, assist in the identification of the participants for the community task forces and select the four priority sectors for each region.

The main elements of the work plan for the community consultations were the following:

- Define evaluation concepts and terminology;
- Address key vitality questions;
- Build logic models for each sector (based on objectives, results and actions);
- Identify those indicators best suited to assess the degrees of vitality (complete the logic models).

For the community consultations, a task force of leading community stakeholders and experts from the target sectors was created for each of the three communities. Each community task force comprised between 12 and 21 participants who were active community members or experts in a certain sector. These individuals were selected for their ability to describe the development activities, short-, medium- and long-term results, best practices and needs of their community. The community representatives and representatives from the Office of the Commissioner made suggestions on the composition of the task forces; however, the final decision was made by the consultants.

6 Greater Montreal Community Development Initiative, *Building upon Change and Diversity within the English-speaking Communities of the Greater Montreal Region: Pursuing Shared Development Goals and Strategies*, June 2007. Online: <http://www.qcgn.ca/page.asp?intNodeID=31297>.

Community	Sectors selected for study
Québec City	Youth
	Health and social services
	Arts and culture
	Leadership and visibility
Eastern Townships	Youth
	Health and social services
	Arts and culture
	Economic development
Lower North Shore	Youth
	Health and social services
	Community renewal
	Economic development

The community task force sessions were held in May and June 2007. A day-long workshop session, facilitated by the consulting team, was held in each community. The sessions consisted of a general discussion to introduce the concept of vitality, followed by a structured discussion examining the main elements of vitality and vitality indicators and how they apply to the various target sectors. Community members were given the specific task of mapping out vitality in each of the sectors by identifying activities (outputs) and the expected results (outcomes) in the short, medium and long terms. Each community task force session was followed by a validation session in August or September 2007, and was supplemented by e-mail and telephone discussions in response to the session findings. Hence, the logic models for each sector were developed to reflect, as closely as possible, the views of community members on the vitality of their respective communities.

3. Conclusions

Although each of the three community studies focused on different vitality sectors, a certain number of general observations can be made about the experience of the English-speaking communities in Quebec outside of Montréal. The general conclusions of *Vitality Indicators for Official Language Minority Communities 2* speak to some of the similarities between the communities.

3.1 Common sectors

When building their vitality model and independently of each other, all three communities selected, from a list of 12 possible sectors, youth and health and social services as two of the four priority sectors to be reviewed. Further, while using slightly different wording, the three communities identified the same objective for both sectors: the retention of youth and a healthy community over the long term. Such consistency in selection clearly indicates the capacity of the logic model to help identify similarities among communities and enable a more general vitality model for the official language minority community as a whole to be built. This model could then be used effectively to help secure program support and policy implementation at the macro level for specific sectors.

3.2 Common indicators

Along with common sectors, a number of common indicators were identified by the three communities as important markers of their vitality. The most prominent of these indicators is awareness, which, although it is a basic component of community development, was elaborated on extensively in the vitality models. Community representatives strongly underscored the importance of raising awareness: that of youth about the programs in place to support them, that of the general English-speaking population about the arts and culture of the English-speaking community around them and that of the French-speaking community about the minority community and its leaders, its participants and its activities. Media presence was also identified as an important overall indicator of awareness. In general, many of the short-term objectives described in the logic models appear to be steps in generating more awareness in many areas in order to contribute to progress in the medium and long term.

3.3 Renewal

Renewal was an overarching theme throughout the discussions in all three communities during this study. More specifically, renewal was mentioned in relation to institutional capacity (health and social services), identity (arts and culture), investment in economic growth and, of course, youth—the need to maintain a vital community in which youth can see a future in terms of employment, community and family life in the place where they grew up. Even with the solid base of community organizations and infrastructure of English-speaking communities in Quebec outside of Montréal, a long-term and continued decline in demographics can only have one outcome. A community that loses its critical mass ceases, at a certain point, to be a community. Renewal is a particular challenge for these communities due to their regional, remote and often isolated locations. Preventing volunteer burnout, providing a positive setting for engaging leadership and countering demographic trends by ensuring youth involvement in all sectors are all critical to the development and vitality of a community. It is clear for these communities that, without measurable progress in the area of renewal, there can be no short-, medium- or long-term enhancement of community vitality.

3.4 The drivers of vitality

Although they were only present in two of the three participating communities, the arts and culture and economic development sectors represent the “drivers of vitality”—sectors that, while also viewed by the communities as being inherently beneficial, were considered essential to the overall development of the community. The arts and culture, for example, was not simply viewed as important for its intrinsic values of culture and identity, but was also considered important because it represents an opportunity for intra-community engagement and the prospect of employment for community members. Economic development, while important for job creation, also represents an opportunity to retain youth and build skills within the community, and it can be a cornerstone of a healthy community in the long term (within the population health model). These sectors contribute to community vitality. They are significant contributors identified in part by the vitality model and they can be used to plan a course of action from which the community can draw maximum benefit.

3.5 Geographic location

The impact of geography or location on the vitality of the three official language minority communities was evident. In the Lower North Shore, the predominance of the English language in local communities is offset by their isolation (no road access, expensive transportation, etc.). In Québec City, the advantage of an urban setting supported by the government resources afforded a provincial capital is offset by the small and shrinking size of the English-speaking population that risks being assimilated. In the Eastern Townships, a relatively large English-speaking population is spread out over a vast rural area that encompasses multiple regional and administrative jurisdictions. Each community faces its own challenges that inform its perception of, and potential responses to, becoming a more vital community.

3.6 Empowering communities

A definition of community vitality and the question of how it might be measured to determine whether progress is being made were discussed earlier in this section. As these points have been addressed, at least within the limits of this discussion, the question can then be asked: How will a better understanding of the state of community vitality enable change in the sectors that contribute to the enhanced vitality of official language minority communities?

The answer to this question lies in the further application of the assessment formula. Using the combined parts of the vitality model (the logic model, indicators and data sources), members of a community can set goals for the community with a view to improving its vitality. This exercise is based on a participatory approach that ensures meaningful engagement by communities as well as accountability in the measurement of change. Change comes from power, and empowerment comes from effective organization. Integrating community input into a monitoring framework creates a powerful tool that is well grounded in the community's reality and that has the appropriate indicators to measure outcomes. Such a process helps to empower communities by bringing stakeholders together to set common development goals and by substantiating the claims of these communities to governments and partners regarding the extent and type of support needed for development initiatives.

3.7 The capacity to measure progress

The community response to creating a vitality model was very positive,⁷ and the community consultation process was relatively efficient: a community could easily carry out the creation of a logic model for a priority sector within a day. Measuring progress once the vitality model is created, however, is another matter. Doing so requires communities to face the challenge of collecting and analyzing data effectively. Because much of the current financial support for community development is in the form of project funding, the capacity within communities to continually monitor and manage change is very limited. In addition, most community organizations do not have the expertise to then sort and analyze the collected data without the assistance of hired consultants, which further strains already limited budgets.

The ability to measure progress is as essential to the concept of community vitality as the creation of the initial vitality model. Without the allocation of sufficient resources and the development of supporting expertise, the use of any assessment tool, no matter how well intended and designed, will be limited and less than empowering for official language minority communities. As indicated in *Vitality Indicators for Official Language Minority Communities 1: Francophones in Urban Settings*, official language minority communities need to build their research and evaluation capacity through training and information sharing initiatives, and these initiatives should be supported by access to external (expert) resources and government assistance.

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7 Over 80% of task force participants in the three regions rated the sessions as being “very good” or “excellent.”

The English-speaking community of the Eastern Townships

Introduction

As part of a larger research project on vitality indicators, the Office of the Commissioner of Official Languages initiated a study of the English-speaking community of the Eastern Townships. The objective of this study was to gain a practical understanding of vitality and vitality indicators in order to assess progress in the development of each community. The summary presentation provides an overview of the objectives, methodology and observations of the project as a whole, which also focused on two other communities: the Lower North Shore and Québec City.

This report examines various factors that paint a portrait of the Eastern Townships: history, current demographics, community resources and a selection of best practices and success stories. The purpose of this overview is to provide a background and context for the vitality model (which is defined as a logic model with objectives, indicators and data sources) that the community has created. A number of community members who are active in the target sectors were asked to map out community vitality by identifying key activities, results, indicators and data sources in each of the four sectors. These were then elaborated on, refined by the research team and validated by community members.

1. Methodology

Vitality is a collective aspiration as well as the product of individual activity. The study of the English-speaking community of the Eastern Townships was based on a participatory approach, which allowed community leaders and stakeholders to influence the design and the implementation of the study. As in the previous community study on three Francophone communities outside of Quebec,⁸ the community's active participation in the study was relied on heavily to describe the target sectors. In addition, a provincial steering committee composed of eight community leaders from the three regions, representatives from the Office of the Commissioner of Official Languages and the Qu'anglo Communications consulting team was created.

An orientation session with the steering committee was held to present an overview of the project, invite general input from each of the communities and determine the process (i.e., timing, manner) that would be used to hold the consultations with the task forces in each of their communities. During this orientation session, the steering committee selected four sectors (among many) that best reflect the priorities of their respective communities, and these sectors became the focus of consultation in each community. The steering committee was also asked to assist in creating a task force for each of the communities, more specifically by developing selection criteria and by identifying potential candidates.

This study provided each of the three English-speaking communities with the opportunity to select its own four priority sectors.

8 Office of the Commissioner of Official Languages, *Vitality Indicators for Official Language Communities 1: Francophones in Urban Settings*, Ottawa, 2007.

The process and resulting logic model is therefore adapted to the particular circumstances of each community. In the Eastern Townships, the members of the steering committee chose the following sectors of activity:

Sectors selected for study – Eastern Townships

Youth – create the conditions that allow young people to remain in or return to the Eastern Townships region to pursue their career and family aspirations

Health and social services – provide essential health care and social services in the English language, and contribute to the overall well-being of the community by promoting and supporting a healthy lifestyle

Arts and culture – express the community's identity and contribute to employment and economic development for English speakers in the region

Economic development – generate employment opportunities and economic wealth, which provide the foundation for engaged individuals, self-sufficient families and sustainable communities

The community task force for the Eastern Townships was composed of 17 participants who were active community members or experts in a certain sector. These individuals were selected for their ability to describe the development activities, short- and long-term results, best practices and needs of their community.

The community task force session was held at the community centre in Knowlton, Quebec, on June 6, 2007, and took the form of a workshop facilitated by the consulting team. This consisted of a general discussion to introduce the concept of vitality, followed by a structured discussion examining the main elements of vitality and vitality indicators and how they apply to the various target sectors. The community task force session was followed by a validation session, which was held at the United Church in Cowansville, Quebec on September 6, 2007, and was supplemented by e-mail and telephone contributions in response to the session findings.

2. Overview of the English-speaking community of the Eastern Townships

2.1 Population

2.1.1 History

The Eastern Townships is a vast area covering 16,000 square kilometres. It is situated along the American border north of Vermont and New Hampshire, between a one- and two-hour drive south-east from Montréal. The main cities are Sherbrooke, Granby, Magog and Cowansville. The region is made up of counties, which are divided into townships according to the traditional New England method of land grants, in contrast to other regions in Quebec, which are divided into municipalities that are based on the former seigneuries and parishes. The English-speaking population of the Eastern Townships is approximately 35,000, or about 8% of the region's total.⁹

The Eastern Townships were first inhabited by the Abenaki Indians, followed by a small number of United Empire Loyalists who moved to the area to flee the American Revolution. Most settlers came in the early and mid-19th century from New England and the British Isles to take advantage of the economic opportunities offered by the farming and forestry industries in the area. The English-speaking inhabitants remained a majority in the Eastern Townships until the 1870s, when a long-term exodus began to other parts of Canada. As a result, the area is now predominantly French-speaking.

Important areas of economic activity for the English-speaking population are manufacturing, educational and health and social services, agriculture and forestry, and the arts and culture. A higher proportion of the English-speaking population of the region is self-employed compared to their French-speaking counterparts.¹⁰

⁹ The original administrative area of the Eastern Townships has been redivided over the years so that today it is covered by four provincial administrative areas: Estrie, Chaudière-Appalaches, Centre-du-Québec and Montérégie. Therefore, determining the exact population of what is considered the "Eastern Townships" by the English-speaking community can only be an estimate. This area is typically referred to as "the historical Eastern Townships" and does not only include Sherbrooke, Memphrémagog and Brome-Missisquoi. Sources: Townshippers' Association (www.townshippers.qc.ca) and http://en.wikipedia.org/wiki/Eastern_Townships#Demographics.

¹⁰ Statistics Canada, 2001 Census.

2.1.2 Demographics¹¹

The demographic profile for the Eastern Townships is based on the three main census areas in the region: Sherbrooke, Memphrémagog and Brome-Missisquoi. Sherbrooke is an urban centre with a total population of 144,595, while Memphrémagog and Brome-Missisquoi are largely rural with total populations of 44,745 and 45,405 respectively.

Sherbrooke

Demography

According to the 2006 census, 7,390 people have English as their first official language spoken, representing 5.1% of the total population of the Sherbrooke area. The English-speaking population of Sherbrooke is roughly the equivalent of 1% of the English-speaking community in Quebec.

Age

Nearly one in four members of Sherbrooke's English-speaking population is over the age of 65, compared with 13.1% in the total population. Those below the age of 15 represent some 9.4% of the English-speaking population, compared with 17% in the total population. These figures indicate that the English-speaking population of Sherbrooke has a high dependency ratio (i.e., a low proportion of youth relative to the number of seniors in the community).

Origins and migration

Within the English-speaking population of Sherbrooke, some 10% were born outside of Canada, in contrast to the region as a whole, where the figure is about 6.5%. Hence the English-speaking population of Sherbrooke is more diverse than the population as a whole. Between 2001 and 2006, the Anglophone population of Sherbrooke had a net loss of some 300 people (over 3% of the group) based on migration into and out of the area.

Language

The English-speaking community of Sherbrooke has changed considerably over the years. This is due in part to the number of people who declare English

as their first language learned and still understood, but who report speaking some French in the home. According to the 2006 census, some 23.3% of the people in Sherbrooke who have English as their mother tongue speak mainly French in their homes. In the 25–34 age group, this rate rises to 30%. These significant shifts to French have been offset to a degree by a small share of people who have French as their mother tongue and speak some English in their homes. The result is an official language minority community whose language identity is in flux.

Socio-economic conditions

According to the 2001 census, the incomes of the English-speaking population of Sherbrooke are comparable to those of the overall population in the area. Anglophones earn approximately \$25,300 on average, compared with an average of \$24,100 for the population as a whole.

Memphrémagog and Brome-Missisquoi

Demography

According to the 2006 census, 8,350 people in Memphrémagog have English as their first official language spoken, representing 18.7% of the total population. In Brome-Missisquoi, 11,050 people have English as their first official language spoken, representing 24.3% of the total population.

Age

Approximately 22.5% of the Memphrémagog area's English-speaking population is over the age of 65, compared with 16.5% in the total population. Those below the age of 15 represent some 15.6% of the English-speaking population, compared with 17.1% in the total population. These figures indicate that the English-speaking population in this area has a disproportionately lower rate of people who are of working age than the area's total population.

Approximately 21.6% of the Brome-Missisquoi area's English-speaking population is over the age of 65, compared with 15.8% in the total population. Those below the age of 15 represent some 14.2% of the

11 Since not all data from the 2006 Census were available at the date of publication, data in this section are from the 2006 Census unless otherwise specified.

English-speaking population, compared with 16.0% in the total population. These figures indicate that the English-speaking population in this area has a slightly lower rate of people who are of working age than the area's total population. Populations with a lower proportion of people who are of working age are likely to be more dependent on government assistance or enhanced community resources, which are directed at youth and seniors respectively.

Origins

According to the 2001 census, some 7.7% of the Memphrémagog population were born outside of Canada. In the region as a whole, this figure is about 2.0%. Nearly one-third of the nearly 1,745 immigrants residing in Memphrémagog are English speaking. Further, some 6.5% of the Brome-Missisquoi population were born outside of Canada, while in the region as a whole this figure is about 4.7%. Nearly half of the 1,250 immigrants in Brome-Missisquoi have English as their first official language spoken. Even though these numbers are small, the data nevertheless show that the English-speaking community in the region is attracting and retaining its share of new arrivals. These arrivals, however, may not be using the English-language school system due to provincial restrictions.

Language

The use of English and French in the homes of the English-speaking communities of Memphrémagog and Brome-Missisquoi have changed somewhat over the years. In 2001, approximately one in six people in these areas who have English as their mother tongue reported that they spoke French at home on a regular basis.

Socio-economic conditions

According to the 2001 census, the incomes of the English-speaking population of the Memphrémagog area are some 12% below those of the total population. Anglophones earn approximately \$22,750 on average, compared with an average of \$26,000 for the population as a whole. The

percentage of people who receive government transfer payments is also higher in the English-speaking population (20.8%) than in the total population (16.2%).

While slightly higher than the numbers cited for Memphrémagog, the average income of the English-speaking population for Brome-Missisquoi (\$23,500) still lags behind the average income for the total population (\$24,600). Much like the situation in Memphrémagog, about one in five Brome-Missisquoi Anglophones receive government transfer payments, compared with one in six residents in the total population.

2.1.3 Summary

A demographic study by William Floch and Jan Warnke¹² based on Statistics Canada data (from 2001 and 1996) highlighted the fact that the English-speaking community of the Eastern Townships is “missing its middle,” meaning English speakers aged 15 to 44 are proportionally fewer in number and show socio-economic weaknesses in terms of employment, education and income, compared to their French-speaking cohorts and older English speakers. The study also noted that the size of the English-speaking community in the Eastern Townships is decreasing. In just five years, its population dropped by nearly 3,000, while the French-speaking population increased by 13,000. This decrease is attributable to the emigration of young people, leading to a substantially higher proportion of older people.

More generally, the English-speaking communities of the Eastern Townships have been witnessing a slow, but steady, decline in their population (compared to the overall population of the region) that has resulted in three predominant demographic features: there is a higher proportion of seniors, a lower proportion of youth and an increasing level of language shift that signals a certain amount of integration, if not assimilation, into the majority French-speaking population.

2.2 Community resources

The English-speaking community of the Eastern Townships, because of its long history, has a large number

12 William Floch and Jan Warnke, *The Evolving Demographic Context of the Anglophone Communities in the Eastern Townships*, Department of Canadian Heritage, 2004.

of community resources at its disposal. There is also a varied and active cultural life, which encompasses the theatre, visual arts, music, heritage attractions and museums, news media, sports and educational institutions, among others. It was noted by participants in the task force session, however, that there are considerable disparities in the various sub-regions of the Eastern Townships in terms of access to community resources, due to variations in local population densities and the distances that must be travelled to reach institutions and facilities (driving time of up to an hour, little if any public transportation, etc.).

English-language community resources in the Eastern Townships

Arts and culture

- Dance – the Rainbow Country Cloggers, Waterville; 4-H square dancers; Highland dancers; Irish dance, Richmond; Brome Squares square dancing, Lac Brome; Les Miladies ballet, St-Paul-d'Abbottsford.
- Book sellers – Bishop's University Bookstore, Lennoxville; Black Cat Books, Lennoxville; Book Nook, Sutton; Brome Lake Books, Lac Brome; Livre d'Or, Sutton; Townships Expressions (English and bilingual books by Eastern Townships authors).
- Music – concerts at Bishop's University, Lennoxville; Orford Arts Centre; Brome Beaux Arts; Sur la Scène Davignon, Cowansville; five community choirs; Townships Expressions (musical CDs and cassettes by local musicians and composers).
- Theatre – Bishop's University Centennial Theatre, Lennoxville; Theatre Lac Brome, Knowlton; Piggery Theatre, North Hatley; Townships Stage, Knowlton (year-round community arts centre including visual art, dance, music and community theatre); Arts Knowlton (Georgeville Troupe, Knowlton Players, Productions Artemis and Sunshine Theatre Productions).

Education

- Eastern Townships School Board;
- Bishop's College School;
- Stanstead College;
- Champlain Regional College (CEGEP);
- Bishop's University, Lennoxville, with a continuing

education campus in Knowlton;

- 30 public or municipal libraries

Health and social services

- Townshippers' Association Partners Network for the Townships;
- Brome-Missisquoi-Perkins Hospital, Cowansville.

Economic development and employment

- www.topportunity.ca (a resource that lists top job prospects in the Eastern Townships);
- Community Economic Development and Employability Committee.

Youth

- Alateen, Granby;
- Brome-Missisquoi Adolescents and Youth Services, Cowansville;
- Maison des Jeunes Le Trait d'Union, Cowansville;
- Maison des Jeunes de Farnham;
- Knowlton Youth Centre;
- Citizen Advocacy Youth Centre, Mansonville;
- Fondation Pierre-Jules Crevier (student finance), Granby;
- Maison des Jeunes Le Boum, Bedford;
- 12 daycare and pre-school centres.

Heritage

- Townships Heritage WebMagazine (www.townshipsheritage.com/);
- Uplands Cultural and Heritage Centre, Lennoxville;
- Brome County Museum, Knowlton;
- Missisquoi Museum, Standbridge East.

Communications

- Radio – CJMQ-FM, Lennoxville (community radio);
- Print – *The Record*, Sherbrooke (daily); *Stanstead Journal* (weekly); *The Guide*, Cowansville (weekly, bilingual); *The Townships Sun*, Lennoxville (quarterly); *The Outlet*, Magog (monthly); *Tempo*, Lac Brome (monthly); *Le Tour*, Sutton (quarterly).

Social

- 17 church groups;
- three historical societies;
- four Women's Institutes;
- women's centres;
- five 4-H clubs;
- the University Women's Club;
- Scouts Canada;
- Girl Guides of Canada.

Sports

- Interscholastic sport programs for hockey, football, basketball, volleyball, soccer, track and field, rugby and lacrosse provided by a university, a college and five high schools;
- Les Hirondelles (gymnastics), Granby;
- Centre aquatique de Cowansville;
- Club de patinage artistique de Cowansville.

Seniors

- 23 community and private seniors residences that provide service in English;
- three Meals on Wheels programs.

Community

- Townshippers' Association Volunteer Bank;
- Bedford Regional Volunteer Centre;
- Townshippers' Association (Lennoxville and Cowansville);
- Megantic English-speaking Community Development Corporation.

2.3 Best practices by target sector

Task force participants from the English-speaking community of the Eastern Townships chose four priority sectors. This section presents highlights of some of the initiatives that are considered "best practices" or success stories in relation to the enhancement of community vitality within each of the four target sectors.

2.3.1 Youth

Townships Leaders of Tomorrow awards

These awards are specifically targeted at youth in order to create a sense of worth and positive reinforcement so they see the English-speaking community in the Eastern Townships in a positive light. The awards are presented at a special ceremony by the Townshippers' Association in an effort to ensure the event is appreciated by all community members. The awards are presented to groups of youth as well as to individuals. More information can be found at the following Web site: www.townshippers.qc.ca/Y-youth.aspx.

4-H clubs

Even though 4-H is a national program, in Quebec it is only present in the English-speaking rural communities, and the Eastern Townships region plays host to nearly half of the clubs in the province. The youth program provides leadership and life skills development activities and promotes organizational capacity and responsibility in youth, since they make up the board of directors for the club, with adults taking a supporting role.

2.3.2 Health and social services

Partners Network for the Townships

The Partners Network was created in the Eastern Townships under the provincial Health and Social Services Networking and Partnership Initiative. This project seeks to improve access to health and social services for English speakers by carrying out research, providing information and developing partnerships. Developing partnerships is a key part of the project, as it seeks to build long-term working relationships with institutions, health care providers, social services, universities, CEGEPs (educational institutions) and other community organizations for the provision of health and social services. A reliance on policy directives and regulations has, in the past, led to considerable resistance to, or a lack of resources for, implementation within the (mainly French-language) health and social services institutional setting.

Volunteer Bank

The English-speaking community has, in general, a higher level of volunteerism than the French-speaking community, and this is particularly evident where there is a higher proportion of seniors requiring non-institutional care and support.¹³ The Volunteer Bank is an initiative of the Townshippers' Association and was created to help members of the English-speaking community become more involved in and provide English-speaking volunteer support to community groups and organizations. The web- and telephone-based service helps match talents, skills and needs with availability.

2.3.3 Arts and culture

ArtWorks

Created in 2007, ArtWorks is a new project that aims to reach out to the area's English-speaking arts professionals. The objective of this initiative is to identify English-speaking arts professionals in the Eastern Townships, contact them, survey their needs as well as any employment and entrepreneurial resources that may be available, and inform them about these resources through local forums or workshops. This project is an attempt to capitalize on the fact that the English-speaking community of the Eastern Townships has a much higher level of engagement in the arts and culture than the region's general population.

Townshippers' Day

Townshippers' Day is a celebration that brings together people from all over the Eastern Townships for an annual one-day event to salute the vitality and creativity of the English-speaking community, its musicians and dancers, its artists and artisans. It honours its writers and photographers, its entrepreneurs and its businesses. The event also serves as a "homecoming" and networking activity, as well as an opportunity to engage the French-speaking population in the community. Now in its 29th edition, the event moves to a different location in the Eastern Townships each year. More information can be found on the following Web site: www.tday.ca/.

2.3.4 Economic development

Topportunity

This online resource (www.topportunity.ca) is an initiative of the Townshippers of Tomorrow Committee. It aims to ensure that young people are informed about the advantages of living in the Eastern Townships and the opportunities that are available, and to help them reach their full potential. In order to do so, it provides information about employment and educational opportunities in the Eastern Townships. One of the main features is a database of information about the 40 top job prospects in the Eastern Townships, including their qualifications and educational requirements. It also provides information on relevant training programs and financial aid opportunities for students.

A guide to life in the Eastern Townships

The Townshippers' Association publishes *An English Speaker's Guide to Life in the Eastern Townships* to provide residents and newcomers to the region with valuable information about services and resources in English. The publication is now in its second edition and contains an extensive information section that covers the intricacies of moving to and living in Quebec, a much needed resource for immigrants and those arriving from outside the province. The guide is also available on the Internet at www.townshippers.qc.ca/guide2life/.

13 Joanne Pocock, *Social Support Networks in Quebec's English-speaking Communities*, Community Health and Social Services Network, Québec City, 2006. Online: http://www.chssn.org/Document/Download/Social_Capital_Report_202005-2006.pdf.

3. Vitality indicators for the English-speaking community of the Eastern Townships

For each of the four target sectors for the Eastern Townships, i.e., youth, health and social services, arts and culture, and economic development, the task force constructed a **vitality model** (a logic model¹⁴ with indicators and data sources) based on the main objective of supporting efforts to enhance vitality. As the term suggests, a logic model communicates the logic behind a sector—in effect, the rationale from beginning to end. The logic model’s purpose is to communicate the underlying set of assumptions or hypotheses that the community has about a sector and why certain activities, initiatives or programs will provide a course of action that is a good solution to an identified problem. The logic model depicts the situation in a visual way to convey the relationships between contextual factors and the inputs and processes that result in some form of outcome. The structure of the logic model helps to focus on outcomes (results) instead of outputs (activities).

The **results** define what is to be achieved and the **indicators** define what is to be observed in order to verify whether, or to what extent, it is true that progress is being made. Indicators are signposts of change—they enable the verification of the status of development outcomes and the progress being made over time. The **purpose of indicators** is ultimately to support effective program planning, management and reporting. Indicators make it possible to demonstrate results and can also help in producing results—by providing a reference point for monitoring, decision making, stakeholder consultations and evaluation. Indicators are only intended to indicate—not to provide scientific “proof” or explanations about detailed change in all aspects of the program environment.

When selecting good indicators, the critical issue is credibility, not precision in measurement. The challenge lies in meaningfully capturing key changes, in other words, combining what is substantively relevant with what is practically feasible to monitor. The measurement of change should not take precedence over program activities

that generate the changes to be measured. It is, at the end of the day, better to have indicators that provide approximate answers to some important questions than to have exact answers to many unimportant questions.

The following sections present the vitality models for each of the four sectors selected by the Eastern Townships task force committee.

3.1 Youth

The vitality model for the youth sector focuses on three main areas of activity.

Youth engagement: The English-speaking community of the Eastern Townships feels that youth are not fully engaged in community life. This may be partly due to a loss of identity within a majority Francophone milieu (which is compounded by the geographic isolation of rural youth given that many small communities are distributed over a wide area), and partly due to the fact that many youth continue to move away from the region for social and economic reasons. In the short term, youth engagement activities will increase awareness of the benefits that come with involvement in the community and improve the leadership skills of young people.

Youth support: The community believes that if youth are to be more engaged, they need to receive more support for their activities and their efforts, and their achievements need greater visibility. To do so, coaching and mentoring programs can be put in place, adults can participate more in English-speaking youth events and the talent, skills and enthusiasm of English-speaking youth can be given more visibility in the community.

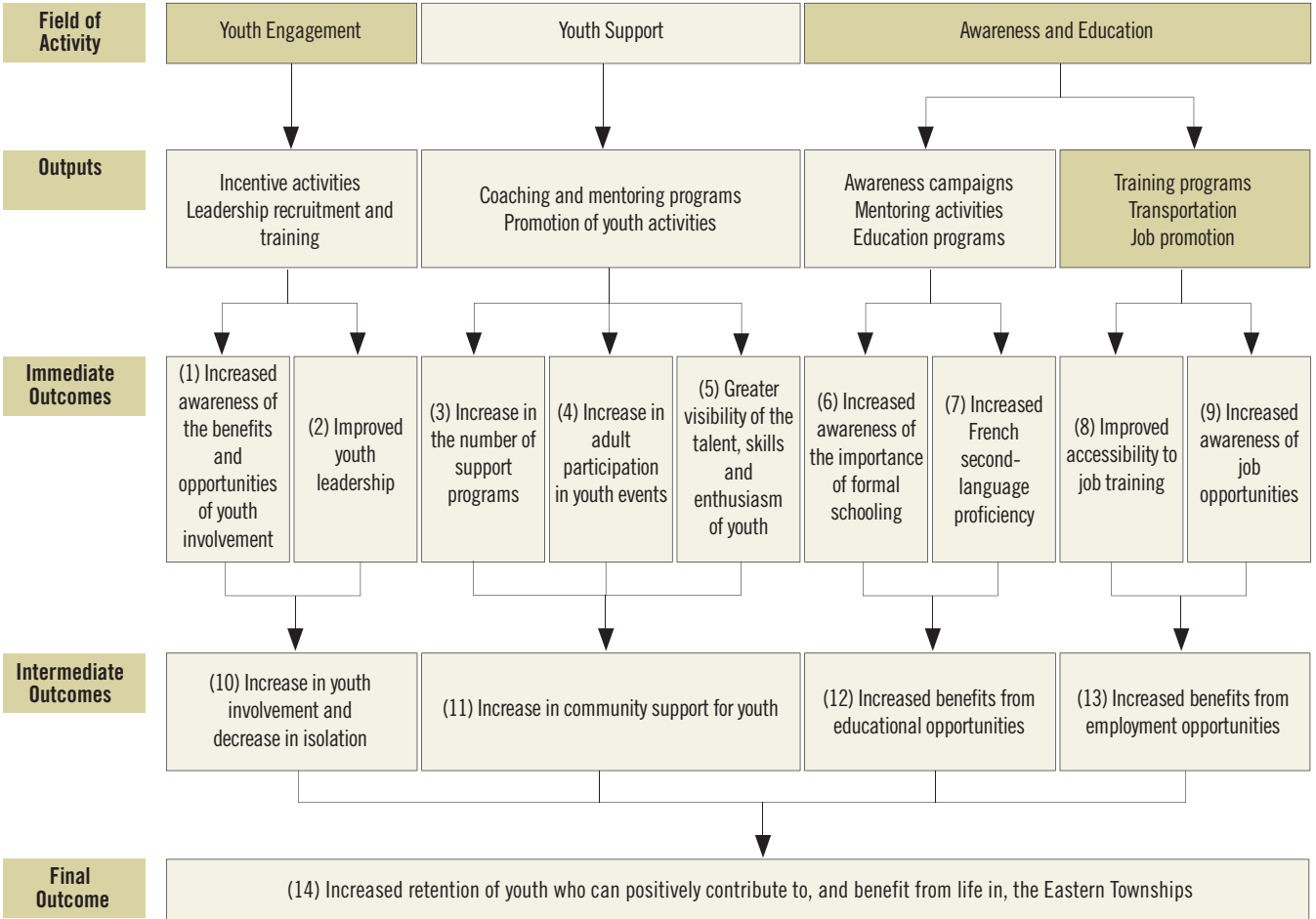
Awareness and education: A significant factor to the sense of isolation being experienced by youth in the Eastern Townships is their lack of skills and education. Increasing awareness about the importance of formal schooling, improving French second-language skills and improving access to job training and job opportunities are believed to be essential to providing youth with the means and confidence to remain in the community.

14 The logic model and indicators were adapted from Connie C. Schmitz and Beverly A. Parsons, *Everything You Wanted to Know About Logic Models But Were Afraid to Ask*, prepared for the W.K. Kellogg Foundation, and Carter McNamara, *Guidelines and Framework for Designing Basic Logic Model*, prepared by Authenticity Consulting, LLC for www.managementhelp.org.

In the medium term, these activities will lead to an increase in youth involvement in the community, an increase in community support for youth and an increase in benefits from better education and employment opportunities.

In the long term, the English-speaking community of the Eastern Townships will benefit from the increased retention of youth, which will in turn result in a more dynamic and sustained future for the community.

Logic model: Eastern Townships – Youth sector



Note: Shaded areas indicate activities, outputs or outcomes (results) already underway.
Non-shaded areas represent possible activities or results to be acheived.

Indicators and data sources – Youth sector

Expect outcomes	Indicators	Data sources
Immediate: 1. Increased awareness of the benefits and opportunities of youth involvement	<ul style="list-style-type: none"> • Number of promotional initiatives targeted at English-speaking youth • Number of bilingual materials used by youth centres (i.e., Centres jeunesse) • Number of bilingual youth working in youth centres • Number and nature of collaborative efforts between the English-speaking community and municipal youth programs (that target the inclusion of English-speaking youth) • Number of English-speaking youth representatives on boards and committees • Attitudes of English-speaking youth regarding their community involvement 	<ul style="list-style-type: none"> • Community organization administrative records • <i>Ibid.</i> • Institutional and agency administrative records • Institutional, agency and community organization administrative records • Community organization administrative records • Surveys of youth
Immediate: 2. Improved youth leadership	<ul style="list-style-type: none"> • Number of English-speaking youth leaders in the Eastern Townships—in schools, youth programs (e.g., 4-H), businesses, etc. • Number of youth-run business initiatives and start-ups 	<ul style="list-style-type: none"> • Community organization administrative records • Institutional and agency administrative records
Immediate: 3. Increase in the number of support programs	<ul style="list-style-type: none"> • Number of youth support programs serving English-speaking youth (bilingual or English-language) 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records
Immediate: 4. Increase in adult participation in youth events	<ul style="list-style-type: none"> • Adult participation (i.e., the number of adult volunteers) at English-speaking youth events 	<ul style="list-style-type: none"> • Community organization administrative records
Immediate: 5. Greater visibility of the talent, skills and enthusiasm of youth	<ul style="list-style-type: none"> • English and French media coverage of English-speaking youth initiatives, success stories, etc. • Awareness levels in the English-speaking community (at large) of youth activities and initiatives 	<ul style="list-style-type: none"> • Media coverage study • Community surveys

Expected outcomes	Indicators	Data sources
Immediate: 6. Increased awareness of the importance of formal schooling	<ul style="list-style-type: none"> • Number of promotional initiatives targeting the English-speaking community on the importance of formal education (i.e., by the provincial education ministry and/or the Eastern Townships School Board) • Use (visits, inquiries) of education support services (i.e., guidance counsellors) • Attitudes in the English-speaking community regarding the role of education 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • Institutional and agency administrative records • Community surveys
Immediate: 7. Increased French second-language proficiency	<ul style="list-style-type: none"> • French language skills of English-speaking youth (including bilingualism) • Number of French language training programs for English-speaking youth (outside the curriculum) • Access to transportation for English-speaking youth to attend language training programs • Participation in and success (completion) rate of language training programs 	<ul style="list-style-type: none"> • Institutional administrative records, census statistics • Institutional administrative records • Institutional and agency administrative records • <i>Ibid.</i>
Immediate: 8. Improved accessibility to job training	<ul style="list-style-type: none"> • Number of job training programs offered to English-speaking youth (bilingual or English-language) • Number and extent of promotional activities that inform the English-speaking community of job training programs • Access to transportation for English-speaking youth to attend job training programs • Participation in and success (completion) rate of job training programs 	<ul style="list-style-type: none"> • Institutional and agency administrative records • Institutional, agency and community organization administrative records • Institutional and agency administrative records • <i>Ibid.</i>

Expected outcomes	Indicators	Data sources
Immediate: 9. Increased awareness of job opportunities	<ul style="list-style-type: none"> • Number and use of tools that inform English-speaking youth about job opportunities (e.g., Job Links, Topportunity) • Number of English-speaking youth looking for jobs (applicants) • Number and use of bilingual work placement programs (i.e., Carrefour jeunesse emploi) • Awareness among English-speaking youth of job opportunities 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • Institutional and agency administrative records • <i>Ibid.</i> • Survey of youth
Intermediate: 10. Increase in youth involvement and decrease in isolation	<ul style="list-style-type: none"> • Participation of English-speaking youth in community events and activities • Number of English-speaking youth volunteers • Number and type of exchanges between English-speaking youth across the Eastern Townships (e.g., Townships Youth Link) • Number of joint initiatives with French-speaking youth 	<ul style="list-style-type: none"> • Community organization administrative records • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i>
Intermediate: 11. Increase in community support for youth	<ul style="list-style-type: none"> • Number and type of English-speaking youth recognition awards and initiatives • Number of adult volunteers working with English-speaking youth (mentors, coaches) • Level of community financial support for English-speaking youth (donations, sponsors) 	<ul style="list-style-type: none"> • Community organization administrative records • <i>Ibid.</i> • <i>Ibid.</i>
Intermediate: 12. Increased benefits from educational opportunities	<ul style="list-style-type: none"> • Number and type of education programs for English-speaking youth (including local courses, vocational courses and alternative programs) • Student enrolment in education programs for English-speaking youth • Number of graduates or number of diplomas awarded 	<ul style="list-style-type: none"> • Institutional administrative records • <i>Ibid.</i> • <i>Ibid.</i>

Expected outcomes	Indicators	Data sources
Intermediate: 13. Increased benefits from employment opportunities	<ul style="list-style-type: none"> • Employment rate of English-speaking youth • Success rate of work placement programs for English-speaking youth • Level of bilingual services (number of bilingual employees) at Emploi Québec • Number of apprentice opportunities available to English-speaking youth (with French-language proficiency) 	<ul style="list-style-type: none"> • Census statistics • Institutional and agency administrative records • Agency administrative records • Institutional and agency administrative records
Final: 14. Increased retention of youth who can positively contribute to, and benefit from life in, the Eastern Townships	<ul style="list-style-type: none"> • Demographics – size of the English-speaking youth population • Number of English-speaking youth who return to the region • Renewal and growth of English-speaking youth leadership • Number of English-speaking youth in special care • Level of services required to serve English-speaking youth in special care (cost) • Levels of self-esteem, confidence, sense of belonging and ownership among English-speaking youth 	<ul style="list-style-type: none"> • Census statistics • <i>Ibid.</i> • Community organization administrative records • Census statistics • Institutional and agency administrative records • Surveys of youth

3.2 Health and social services

The vitality model for the health and social services sector focuses on two main areas of activity.

Building capacity: Access to health and social services is a priority for the English-speaking community of the Eastern Townships, and ensuring that the personnel capable of delivering direct health services in the language of the minority is an essential pre-condition. In the short term, recruitment and retention programs will lead to an increase in the number of health care professionals and make the English-speaking community feel more comfortable with the services offered.

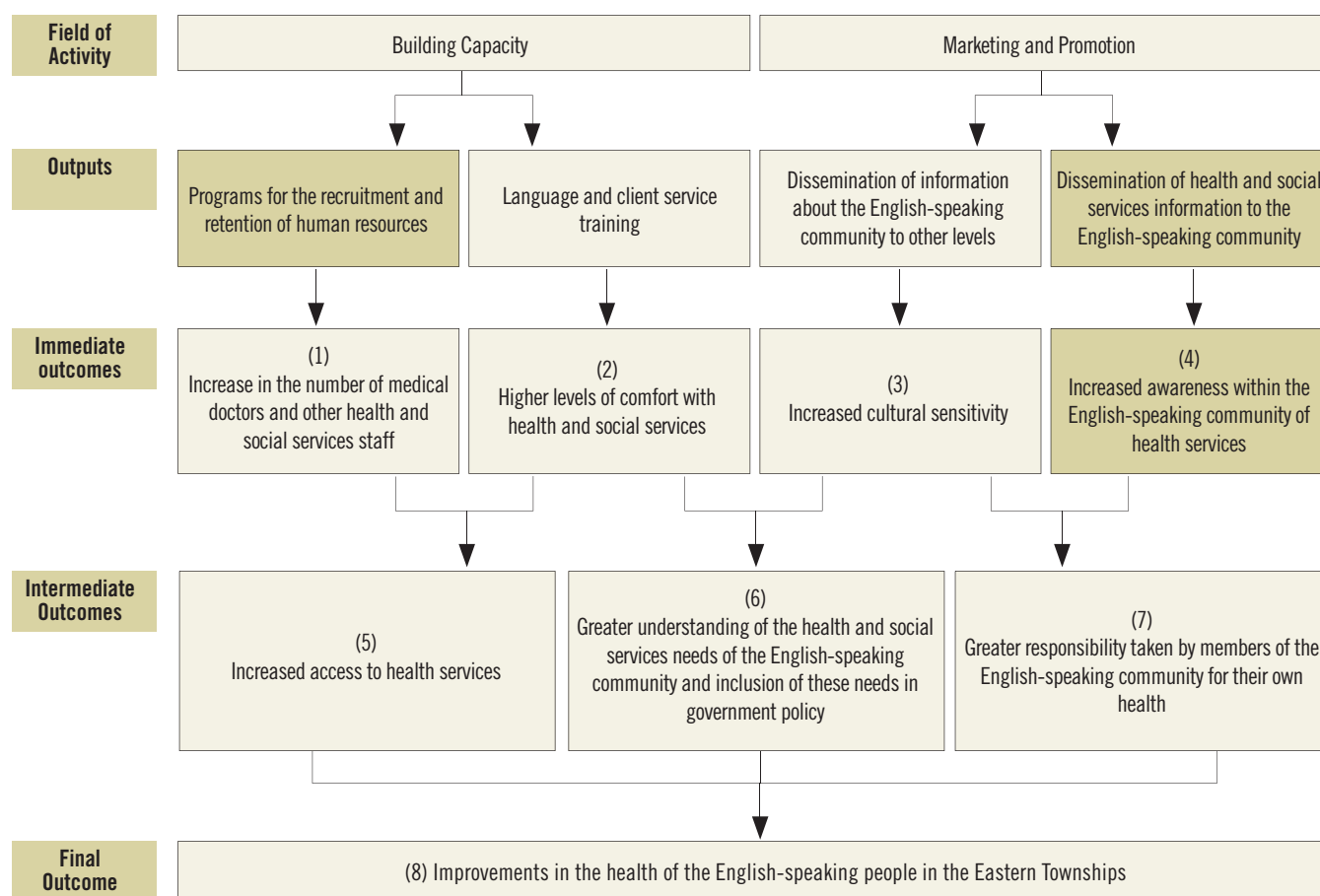
Marketing and promotion: The English-speaking community of the Eastern Townships believes that the greater dissemination of information in English to health care professionals and an increased number of outreach activities for the community are required to engage the

English-speaking population in the health care system and its programs. In the short term, these activities will lead to greater cultural sensitivity on the part of health care providers, and increased awareness within the population of the health care services and programs that are available.

In the medium term, these activities will lead to increased access to health and social services, a greater understanding of the health care needs of the English-speaking community by health care providers and an English-speaking community whose members take greater individual responsibility for their own health.

In the long term, the general state of health of the English-speaking community of the Eastern Townships will improve overall.

Logic model: Eastern Townships – Health and social services sector



Note: Shaded areas indicate activities, outputs or outcomes (results) already underway.
Non-shaded areas represent possible activities or results to be achieved.

Indicators and data sources – Health and social services sector

Expected outcomes	Indicators	Data sources
Immediate: 1. Increase in the number of medical doctors and other health and social services staff	<ul style="list-style-type: none"> • Number of logged hours of health practitioners • Number of doctors, nurses and other health practitioners • Salary or wage paid to health practitioners • Levels of financial support in terms of human resources for the health and social services system 	<ul style="list-style-type: none"> • Institutional administrative records • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i>
Immediate: 2. Higher levels of comfort with health and social services	<ul style="list-style-type: none"> • Availability and participation of health care workers in client service and English-language training programs • Use by the English-speaking community of front-line health resources • Number of requests by the English-speaking community for information and referrals • Number of language-related health services complaints • Attitudes of the English-speaking community towards health care professionals (particularly client understanding of diagnosis and treatment—how well are these communicated by the professionals?) 	<ul style="list-style-type: none"> • Institutional and agency administrative and policy records • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i> • Client surveys
Immediate: 3. Increased cultural sensitivity	<ul style="list-style-type: none"> • Distribution of information regarding the English-speaking community to health care professionals (number of professionals reached, frequency of distribution) • Number and nature of interactions between health care professionals and individuals or organizations representing the English-speaking community • Number of English-speaking volunteers working with health and social service institutions • Number of French-speaking volunteers (from the health and social service sector) working with English-speaking community groups • Perceptions held by French-speaking health professionals regarding the role of language in health care 	<ul style="list-style-type: none"> • Institutional and agency administrative records • Community organization administrative records, interviews with key respondents • Institutional and community organization administrative records • <i>Ibid.</i> • Institutional surveys, interviews with key respondents

Expected outcomes	Indicators	Data sources
Immediate: 4. Increased awareness within the English-speaking community of health services	<ul style="list-style-type: none"> • Number, type and reach of promotional (awareness) initiatives beyond the traditional health and social service network that target the English-speaking community • Participation of the English-speaking community in health- and social-service-related events (Telehealth) • Awareness levels in the English-speaking community of health services (as a result of the promotional initiatives) 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • <i>Ibid.</i> • Client and community surveys
Intermediate: 5. Increased access to health services	<ul style="list-style-type: none"> • Use of front-line health resources by the English-speaking community • Number of visits by the English-speaking community to health care professionals • English-language media coverage of greater access to service • Availability and ease of transportation for the English-speaking community to access health and social services 	<ul style="list-style-type: none"> • Institutional and agency administrative records • <i>Ibid.</i> • Media coverage study • Institutional and agency administrative records
Intermediate: 6. Greater understanding of the health and social services needs of the English-speaking community and inclusion of these needs in government policy	<ul style="list-style-type: none"> • Awareness levels of government officials regarding the health and social service needs of the English-speaking community • Changes in policy or the creation of new policies favourable to the health and social services sector of the English-speaking community 	<ul style="list-style-type: none"> • Institutional surveys, interviews with key respondents • Government, institutional and agency administrative records, media coverage study

Expected outcomes	Indicators	Data sources
Intermediate: 7. Greater responsibility taken by members of the English-speaking community for their own health	<ul style="list-style-type: none"> Participation of the English-speaking community in lifestyle modification programs (e.g., diabetes clinics, information sessions, healthy active living) Reduction in the English-speaking community of the number of smokers (including teen smokers) Reduction in obesity rates in the English-speaking community Reduction in drug abuse in the English-speaking community Participation of the English-speaking community in fitness programs, community recreation, school recreation, etc. <p><u>Of particular concern to rural areas:</u></p> <ul style="list-style-type: none"> Incidence of driving under the influence of alcohol (particularly among youth) Incidence of road accidents due to not using seat belts 	<ul style="list-style-type: none"> Institutional and agency administrative records, census statistics <i>Ibid.</i> <i>Ibid.</i> <i>Ibid.</i> <i>Ibid.</i>, institutional and community organization administrative records Institutional and agency administrative records <i>Ibid.</i>
Final: 8. Improvements in the health of the English-speaking people in the Eastern Townships	<ul style="list-style-type: none"> Increased life expectancy in the English-speaking community—while maintaining quality of life Number of English-speaking seniors living at home (autonomy) Satisfaction levels and sense of well-being in the English-speaking community 	<ul style="list-style-type: none"> Census statistics, attitudinal surveys Census statistics Attitudinal surveys

3.3 Arts and culture

The vitality model for the arts and culture sector focuses on three main areas of activity.

Building capacity: The English-speaking community of the Eastern Townships feels that more research needs to be carried out on the state of the arts and culture in order to have a better understanding of the socio-economic benefits for the community. In the short term, this research will establish a knowledge base of the arts and culture and its impact on the community.

Communications and marketing: The community believes that more effort is required to support English-language artists through projects and shows that promote local arts; in addition, more arts courses for adults are needed. In the short term, this support will increase awareness in the English- and the French-speaking communities about English-language arts and culture in the area.

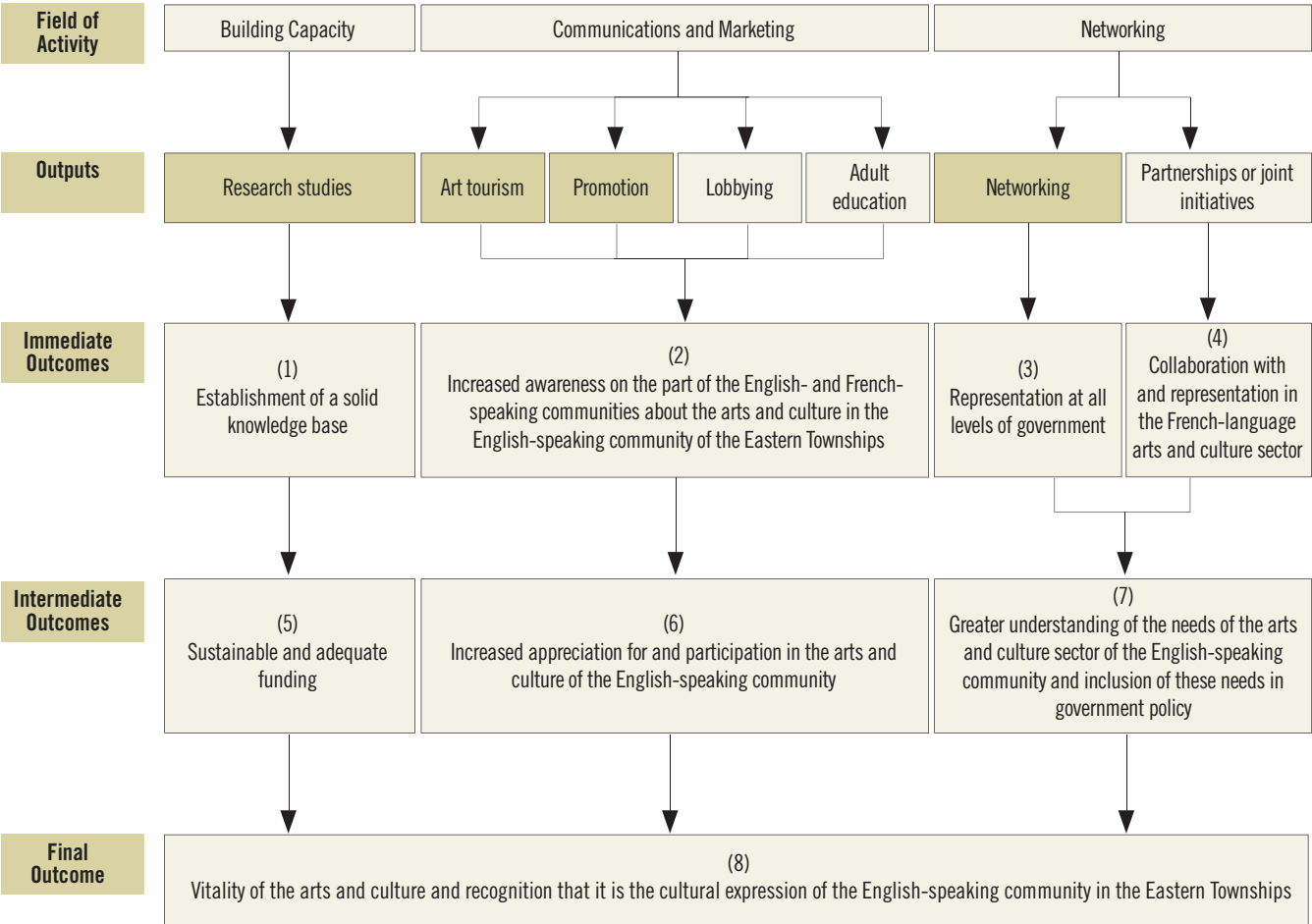
Networking: A greater amount of exchange and collaboration is needed between the English-speaking organizations in the Eastern Townships that work in the arts and culture and those at the provincial level. At the

same time, there needs to be more regional partnership activities with French-language cultural groups. In the short term, this will ensure that the cultural community in the Eastern Townships is represented at all levels of government and works with its French-language counterparts.

In the medium term, these activities will lead to improved levels of funding, a greater appreciation of English-language arts and culture, and a greater understanding of the needs of the sector on the part of those who develop government policy.

In the long term, the arts and culture will be a viable component of community life and will be recognized as the cultural expression of the English-speaking community in the Eastern Townships.

Logic model: Eastern Townships – Arts and culture sector



Note: Shaded areas indicate activities, outputs or outcomes (results) already underway.
Non-shaded areas represent possible activities or results to be achieved.

Indicators and data sources – Arts and culture sector

Expected outcomes	Indicators	Data sources
Immediate: 1. Establishment of a solid knowledge base	<ul style="list-style-type: none"> • Depth and breadth of existing data specific to the arts and culture of the English-speaking community of the Eastern Townships • Number and nature (i.e., regional coverage) of new research studies • Number of consultations involved in the research studies 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • <i>Ibid.</i> • <i>Ibid.</i>
Immediate: 2. Increased awareness on the part of the English- and French-speaking communities about the arts and culture in the English-speaking community of the Eastern Townships	<ul style="list-style-type: none"> • Distribution or circulation of relevant research reports (number of copies and number of groups and individuals receiving reports) • Number of publications and articles (French and English media) on the arts and culture in the English-speaking community of the Eastern Townships • Awareness levels in the English- and French-speaking communities regarding the arts and culture of the English-speaking community (activities and events) 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • Media coverage study • Community surveys, focus groups, interviews with key respondents
Immediate: 3. Representation at all levels of government	<ul style="list-style-type: none"> • Number of representatives from the Eastern Townships on arts and culture juries or agencies and other relevant government bodies • Number of representatives from the Eastern Townships in provincial cultural groups such as the English-Language Arts Network and the Quebec Anglophone Heritage Network (members, directors) • Number of consultations between the government and the arts and culture sector of the English-speaking community 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • Community organization administrative records • Government and community organization administrative records

Expected outcomes	Indicators	Data sources
Immediate: 4. Collaboration with and representation in the French-language arts and culture sector	<ul style="list-style-type: none"> • Number of joint arts and culture activities or events (French- and English-speaking communities) • Number of discussions with or presentations to government (English- and French-speaking communities) • Representation of the arts and culture sector of the English-speaking community on French-speaking arts and culture boards and committees • Representation of the arts and culture sector of the French-speaking community on English-speaking arts and culture boards and committees • Awareness levels in the French-speaking sector regarding the state of the arts and culture in the English-speaking community 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i> • Sector surveys, interviews with key respondents, media coverage study
Intermediate: 5. Sustainable and adequate funding	<ul style="list-style-type: none"> • Funding provided by the federal government (Canada Council for the Arts, Canadian Heritage and the Interdepartmental Partnership with the Official-Language Communities) • Funding provided by the provincial government (Conseil des arts et des lettres du Québec; Ministère de la Culture, des Communications et de la Condition féminine; Ministère de l'Éducation, du Loisir et du Sport, for arts and culture in the schools) • Funding provided by municipal regional councils and municipalities • Funding provided by foundations • Number of applications from English speakers for arts and culture programs and projects • Success rates of the applications from English speakers for arts and culture programs and projects • Number of non-professional English-speaking artists receiving funding support (requires changes in eligibility criteria) 	<ul style="list-style-type: none"> • Government, institutional and agency administrative records • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i> • <i>Ibid.</i>

Expected outcomes	Indicators	Data sources
Intermediate: 6. Increased appreciation for and participation in the arts and culture of the English-speaking community	<ul style="list-style-type: none"> • Participation of the English-speaking community in arts and culture events and activities organized by the English-speaking community (attendance numbers and ticket revenues) • Participation of the French-speaking community in arts and culture events and activities organized by the English-speaking community (attendance numbers and ticket revenues) • Enrolment of members of the English-speaking community in arts and culture courses (including but not limited to adult education) • Amount of interaction with artists in schools 	<ul style="list-style-type: none"> • Institutional and community organization administrative records • <i>Ibid.</i> • Institutional and community organization administrative records • Institutional administrative records
Intermediate: 7. Greater understanding of the needs of the arts and culture sector of the English-speaking community and inclusion of these needs in government policy	<ul style="list-style-type: none"> • Awareness levels of government officials regarding the arts and culture sector of the English-speaking community • Changes in policy or the creation of new policies favourable to the arts and culture sector of the English-speaking community (i.e., funding eligibility criteria) 	<ul style="list-style-type: none"> • Interviews with key informants • Government administrative records, media coverage study

Expected outcomes	Indicators	Data sources
Final: 8. Vitality of the arts and culture and recognition that it is the cultural expression of the English-speaking community in the Eastern Townships	<ul style="list-style-type: none"> • Number of arts and culture events and activities organized by the English-speaking community (collective and by region) • English and French media coverage of the arts and culture events and activities organized by the English-speaking community • Participation of the English-speaking community in the arts and culture sector (number of artists, administrators, volunteers, sponsors, donors, patrons) • Employment in the arts and culture sector of the English-speaking community (could include English- and French-speaking employees) • Number of self-employed English-speaking artists • Economic contribution of the arts and culture sector of the English-speaking community (i.e., tourism and hospitality) 	<ul style="list-style-type: none"> • Institutional, agency and community organization administrative records • Media coverage study • Institutional, agency and community organization administrative records • Census statistics, institutional and agency administrative records • Census statistics • Research study

3.4 Economic development

The vitality model for the economic development sector focuses on three main areas of activity.

Marketing and promotion: The English-speaking community of the Eastern Townships feels that the greater dissemination of information in English regarding regional employment trends and opportunities will, in the short term, increase awareness and understanding of the job market, the types of jobs available and the skills required to secure them.

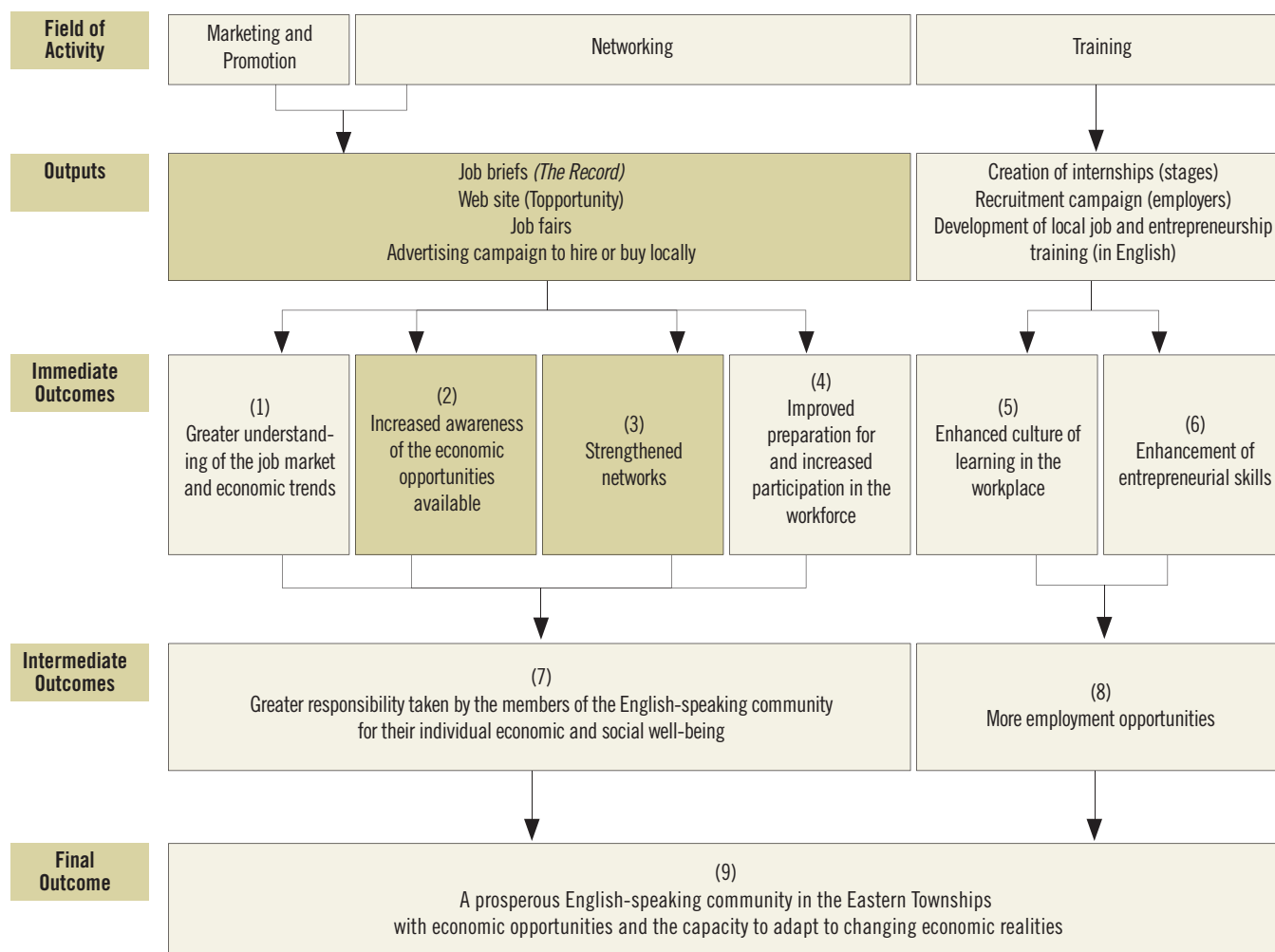
Networking: The community also believes that improved networking support will play an important role in the dissemination of information and the preparation of individuals so that they will, in the short term, be in a better position to participate in the workforce.

Training: A significant factor to improving the participation of the English-speaking community in the local economy will be training activities, such as internships and entrepreneurship programs. In the short term, this will enhance the culture of learning in the workplace and contribute to the development of entrepreneurial skills.

In the medium term, these activities will allow individuals to take greater responsibility for their economic and social well-being and result in the creation of more employment opportunities, since individuals will be better equipped to participate in the local workforce.

In the long term, the English-speaking community of the Eastern Townships will become more prosperous and will be better able to adapt to changing economic realities.

Logic model: Eastern Townships – Economic development sector



Note: Shaded areas indicate activities, outputs or outcomes (results) already underway.
Non-shaded areas represent possible activities or results to be achieved.

Indicators and data sources – Economic development sector

Expected outcomes	Indicators	Data sources
Immediate: 1. Greater understanding of the job market and economic trends	<ul style="list-style-type: none"> • Depth and breadth of available economic and environmental trend data (number and coverage of studies) • Dissemination of trend data (in English) to the English-speaking community (circulation and reach of published data) 	<ul style="list-style-type: none"> • Government and agency administrative records • <i>Ibid.</i>
Immediate: 2. Increased awareness of the economic opportunities available	<ul style="list-style-type: none"> • Use of regional support group resources (Centre local de développement, Conférence régionale des élus) by the English-speaking community, including the number of visits, number of inquiries and number of applications • Number of inquiries or hits on the Topportunity Web site • Participation of the English-speaking community at job fairs • Awareness levels in the English-speaking community regarding economic opportunities (extent to which perceptions reflect reality) 	<ul style="list-style-type: none"> • Institutional and agency administrative records • Web site navigation • Institutional, agency and community organization administrative records • Community surveys
Immediate: 3. Strengthened networks	<ul style="list-style-type: none"> • Expansion of existing networks that serve the English-speaking community (i.e., number of members, number of staff, funding levels) • Number of emerging (new) support networks for English-speaking entrepreneurs 	<ul style="list-style-type: none"> • Community organization administrative records • <i>Ibid.</i>

Expected outcomes	Indicators	Data sources
Immediate: 4. Improved preparation for and increased participation in the workforce	<ul style="list-style-type: none"> • Number of English-speaking high school and post-secondary graduates • Number of English-language or bilingual vocational education programs • Number of English-speaking vocational education graduates • Participation of the English-speaking community in other adult education programs and other support programs related to job preparedness • Perceptions of English-speaking employees and employers regarding their capacity to work 	<ul style="list-style-type: none"> • Census statistics • Institutional and administrative records • <i>Ibid.</i> • <i>Ibid.</i> • Work surveys, focus groups, interviews with key respondents
Immediate: 5. Enhanced culture of learning in the workplace	<ul style="list-style-type: none"> • Employer training expenditures that benefit English-speaking employees • Number and nature of English-speaking intern positions • Number of employers with intern programs accessible to English-speaking applicants 	<ul style="list-style-type: none"> • Census statistics, institutional and employer administrative records • Institutional, agency and employer administrative records • <i>Ibid.</i>
Immediate: 6. Enhancement of entrepreneurial skills	<ul style="list-style-type: none"> • Number of entrepreneurial training programs offered in English • Number of English-speaking participants enrolled in entrepreneurial training programs • Success rates of English-speaking people who participate in entrepreneurial training programs • Number of applications for business start-ups • Perceptions of the business community regarding the entrepreneurial skills of English speakers 	<ul style="list-style-type: none"> • Institutional administrative records • <i>Ibid.</i> • <i>Ibid.</i> • Government and agency administrative records • Business surveys, interviews with key respondents

Expected outcomes	Indicators	Data sources
Intermediate: 7. Greater responsibility taken by the members of the English-speaking community for their individual economic and social well-being	<ul style="list-style-type: none"> • Participation of the English-speaking community in community life • Number of English-speaking people receiving social assistance • Number of business start-ups 	<ul style="list-style-type: none"> • Community surveys, community organization administrative records • Government and agency administrative records, census statistics • <i>Ibid.</i>
Intermediate: 8. More employment opportunities	<ul style="list-style-type: none"> • Levels of unemployment and underemployment in the English-speaking community (regionally and locally) • Number of English-speaking entrepreneurs • Number and nature of jobs accessible to the English-speaking community (permanent vs. seasonal) • Availability of transportation to and from the workplace 	<ul style="list-style-type: none"> • Census statistics • <i>Ibid.</i> • Institutional and agency administrative records • <i>Ibid.</i>
Final: 9. A prosperous English-speaking community in the Eastern Townships with economic opportunities and the capacity to adapt to changing economic realities	<ul style="list-style-type: none"> • Average income levels in the English-speaking community • Working conditions (number of job-related accidents or illnesses, as defined by the Commission de la santé et de la sécurité du travail du Québec) • Number of opportunities for job advancement for English-speaking employees • Number of successful business start-ups (more than three years in operation) • Job profiles of positions filled by the English-speaking community (i.e., number of Anglophones in a given professional field) 	<ul style="list-style-type: none"> • Census statistics • <i>Ibid.</i>, government and agency administrative records • Employer administrative records • Government and agency administrative records • Census statistics, agency administrative records

4. Conclusions

4.1 Renewal

The predominant issue that permeated the discussions on the Eastern Townships during this study was the question of renewal: how to enhance the vitality of the community so that youth see a future in terms of working and living in the place where they grew up. The particular challenge for the English-speaking community of the Eastern Townships is how to demonstrate to youth (in particular, but also their family and friends) that the area offers a great deal of value and opportunity (vitality) so that they choose to live and work in the region.

4.2 Arts and culture

Through previous studies¹⁵ it has been shown that the English-speaking community is much more active in the arts and culture sector than the French-speaking population, and even more active on a proportional basis than any other English-speaking community in the province. The English-speaking community therefore recognizes that this is an important aspect of vitality in terms of identity and cultural expression, and also an important contributor to the economic well-being of the community because it provides employment to artists and affects other sectors such as tourism. As a result, the arts and culture is seen as a positive area for cultural identity, youth engagement and economic development.

4.3 Resources

The third element that was mentioned consistently in the discussions that took place in the Eastern Townships was the need to secure adequate resources for the work that the community views as being necessary to make progress in terms of its development. There was a general reflection that the English-speaking communities of the regions are to some extent “disengaged” from the (mainly French-language) institutions, agencies and organizations that serve them, and that more resources, both human and financial, need to be devoted to providing English-language services and programs that are seen as the precursors of a vital community.

15 Kalina Klimp, *Profile of the English-speaking Communities in the Eastern Townships*, Townshippers' Association, Lennoxville, Quebec, 2006.

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