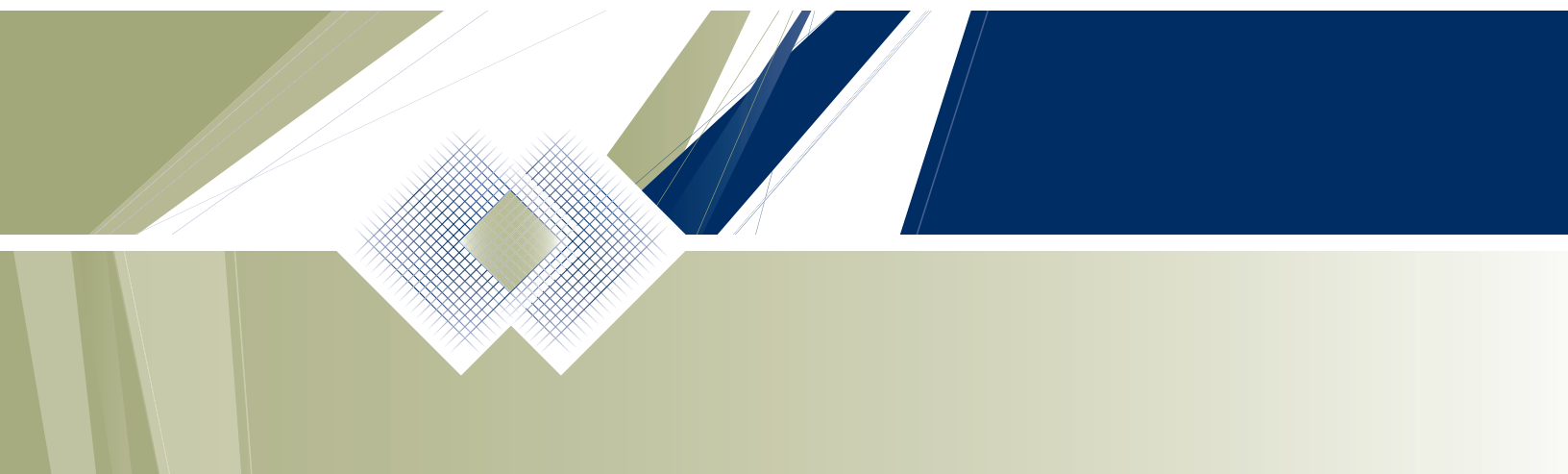




Office of the  
Commissioner of  
Official Languages

Commissariat  
aux langues  
officielles

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



The English-Speaking Community  
of Québec City  
June 2008

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## Table of contents

### Summary presentation

<b>Introduction</b> .....	<b>V</b>
<b>1. Objectives</b> .....	<b>VI</b>
<b>2. Methodology</b> .....	<b>VI</b>
<b>3. Conclusions</b> .....	<b>VIII</b>
<b>Bibliography</b> .....	<b>X</b>

### The English-speaking community of Québec City

<b>Introduction</b> .....	<b>1</b>
<b>1. Methodology</b> .....	<b>1</b>
<b>2. Overview of the English-speaking community of Québec City</b> .....	<b>2</b>
2.1 Population .....	2
2.1.1 History .....	2
2.1.2 Demographics .....	3
2.1.3 Summary .....	3
2.2 Community resources .....	3
2.3 Best practices by target sector .....	5
2.3.1 Youth .....	5
2.3.2 Health and social services .....	5
2.3.3 Arts and culture .....	6
2.3.4 Leadership and visibility .....	6
<b>3. Vitality indicators for the English-speaking community of Québec City</b> .....	<b>7</b>
3.1 Youth .....	7
3.2 Health and social services .....	11
3.3 Arts and culture .....	14
3.4 Leadership and visibility .....	18
<b>4. Conclusions</b> .....	<b>22</b>
4.1 Renewal .....	22
4.2 Effective organization .....	22
4.3 Engagement .....	22
<b>References</b> .....	<b>23</b>



# 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:<sup>1</sup> 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?<sup>2</sup> 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.<sup>3</sup> 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*,<sup>4</sup> 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*,<sup>5</sup> 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.<sup>6</sup> 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's response to creating a vitality model was very positive,<sup>7</sup> 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 Québec City

## 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 Québec City. The goal of the study was to understand vitality and the indicators of progress in the development of each individual community. See the summary presentation for an overview of the objectives, process and observations of the overall project that also focused on two other communities: the Eastern Townships and the Lower North Shore.

This report profiles various aspects of Québec City's English-speaking community: its history, current demographics, community resources and a selection of best practices and success stories. The purpose is to provide background and set the context for the vitality model (results, indicators and data sources) described in each of the four sectors and which the community has determined are key to the enhancement of its vitality. Certain community members who are active in target sectors were asked to map out community vitality by identifying key activities, results, indicators and data sources. These were then elaborated on and refined by the research team.

## 1. Methodology

Vitality is a collective aspiration as well as the product of individual activity. The study of the English-speaking community of Québec City followed a participatory approach by giving community leaders and stakeholders an opportunity to influence the design and implementation of the study. As in previous community studies engaging three French-speaking communities outside Quebec,<sup>8</sup> we relied heavily on active community participation in the study to describe the target sectors. A provincial steering committee composed of eight leading community stakeholders (two from each region), representatives of 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 timing and manner through which the consultations would be completed in each of the communities. During this orientation session, the steering committee members selected four sectors to best reflect the priorities of their respective communities, and these became the focus of consultation in each community. The steering committee was also asked to participate in the creation of task forces for each of the chosen sectors, specifically in developing selection criteria for the task force members and in the identification of potential candidates.

This study provided each of the three English-speaking communities with the opportunity to choose its own four priority sectors. It was therefore possible to see how the process and resulting logic model are adapted

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



to different community circumstances. In Québec City, members of the steering committee chose the following sectors of activity:

Sectors selected for study – Québec City
<b>Youth</b> – create the conditions conducive to attracting young people to remain in or return to the Québec City area to pursue their career and family aspirations.
<b>Health and social services</b> – provide essential health care and social services in the English language that contribute to the overall well-being of the community by promoting and supporting a healthy lifestyle.
<b>Leadership and visibility</b> – the English-speaking community of Québec City has demonstrated effective leadership but also recognizes that with an aging and declining population it needs to create the conditions for leadership renewal. In addition, as a contribution to long-term vitality, the community needs to become more visible and engaged within the majority French-speaking community of the region.
<b>Arts and culture</b> – this sector is seen as an expression of the community's identity, and a valuable contributor to a community space, particularly as part of the education sector.

For the community consultation in Québec City, a task force of leading community stakeholders was created, composed of 12 participants who were active community members or experts in a certain sector. These individuals were selected for their ability to describe the community development activities, short- and long-term results, best practices and needs of their community.

The community task force session was held at Champlain College, St-Lawrence Campus in Québec City on May 17, 2007. The session was in workshop format and included a general discussion on the concept of vitality as well as a structured discussion on the main elements of vitality and indicators and how they apply to the activity sectors identified by the community. The community task force session was followed by a validation session held at the Jeffery Hale Centre in Québec City on September 4, 2007, and was supplemented by e-mail and telephone contributions to the session findings.

## 2. Overview of the English-speaking community of Québec City

### 2.1 Population

#### 2.1.1 History

The site where modern Québec City now stands was originally an Indian village called Stadacona. Seventy years after Jacques Cartier failed to establish a settlement in 1541, Samuel de Champlain led the expedition in 1608 that set up a colony where Québec City is today. Samuel de Champlain is now known as the Father of New France, and is being commemorated within Québec City's 400th anniversary celebrations.

Québec City has been home to English-speaking residents since its earliest days as a fur trading post, but the English-speaking community became permanently established with the arrival of British forces in 1759.<sup>9</sup> Today, the *Quebec Chronicle-Telegraph* carries on the tradition of its forebearer, the *Quebec Gazette*, founded in 1764 and North America's oldest newspaper. Québec City became the capital of British North America for most of the years leading up to Confederation, and was a major port of entry for immigrants from Europe. English-speaking people could be found in every walk of life: as colonial administrators, merchants involved in transcontinental trade, soldiers housed at the garrison and poor (mostly Irish) immigrants working as longshoremen in the shipyards. All played an important role in the development of the city.

In 1818, the first major wave of immigrants from England, Ireland, and Scotland started arriving, peaking at 96,000 in 1847. Many established themselves in Québec City. In 1861, the Irish population of Québec City was one third of the total population, amounting to 59,990 persons, and 51% of Québec City's population was English speaking. Only 10 years later, however, this percentage had dropped by almost a third as English speakers started leaving Quebec for other parts of Canada and the United States. The population gradually dwindled as Montréal replaced Québec City as a centre of commerce and industry. In

9 Blair, Louisa, *The Anglos. The Hidden Face of Quebec City*, Volume I: 1608-1850, Volume II: Since 1850, Québec City: Commission de la capitale nationale du Québec and les éditions Sylvain Harvey. (Translation: Blair, Louisa, *Les Anglos. La face cachée de Québec*, Tome I : 1608-1850, Tome II : Since 1850, Québec: Commission de la capitale nationale du Québec et les éditions Sylvain Harvey.)

1921, only 10% of the population was English speaking; in 1971, the percentage was down to 6%, and English speakers now represent 1.9% of the total population in the Québec metropolitan area.

### 2.1.2 Demographics<sup>10</sup>

The demographic profile was drawn from the Québec City census measurement area.

#### Demography

According to the 2006 census, the population whose first official language spoken (FOLS) is English is 9,780, representing 1.9% of the total population of the Québec City area. The FOLS English-speaking population represents just over 1% of the Quebec total for those whose FOLS is English.

#### Age

Just under 19% of the Québec City area's FOLS English-language population is over the age of 65, compared with 15% of the total population of the region. The English-speaking population below the age of 15 represents some 9% of the total population, compared with 14.6% of the overall Québec City area population. These figures indicate that the English-speaking population of the area has a somewhat higher degree of dependency (ratio of seniors to youth) than the overall population of the area.

#### Origins and migration

Within the Québec City English-speaking population some 14.3% were born outside of Canada in contrast to the region as a whole, where the figure is about 4.2%. Hence the English-speaking population, of the Québec City area is far more diverse than the overall population and nearly one in 10 immigrants in the Québec City area report that their first official language is English. Between 2001 and 2006 the English-speaking population of Québec City had a net loss of over 600 persons (over 6% of the group) on the basis of migration in and out of the area.

#### Language

The English-speaking community of Québec City has encountered considerable language shift, as a significant number of persons whose language first learned and still understood is English declare that they speak French most often in their homes. Indeed, in 2006, a slight majority of Québec City English-speakers, as defined by mother tongue, report speaking mostly French in their homes. The shifts have, to a limited degree, been offset by Francophones reporting that they speak English in their homes. However, it is clear that language shifts have a profound impact on the community's sense of identity.

#### Socio-economic condition

According to the 2001 census, on the basis of income, the English-speaking population of the Québec City area compares favourably with the overall population of the area.

### 2.1.3 Summary

Generally, the English-speaking community of Québec City has been witnessing a slow but steady decline in population that is marked by three predominant demographic features (compared to the overall population of the region): there is a higher proportion of seniors, a lower proportion of youth and an increasing level of language shift that signals a certain element of integration, if not assimilation, within the majority French-speaking population.

## 2.2 Community resources

As members of a centuries-old community, English-speaking Québec City residents have developed considerable community resources. The community hosts a varied and active cultural life encompassing theatre, visual arts, music, heritage attractions and museums, news media, sports, educational institutions and more.

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10 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.

#### Arts and culture

- Dance – Friday Night Traditional Dances, Shannon Irish Dancers
- Writing – Quebec Writer’s Circle
- Books – Ste-Foy Book Group
- Music – Quebec Celtic Festival, 78th Fraser Highlanders Pipe Band
- Theatre – Quebec Art Company

#### Education

- Central Québec School Board (3 high schools, 6 elementary schools, 1 adult education/vocational training centre, 1 community learning centre)
- Champlain Regional College (CEGEP) – St. Lawrence campus
- English Second Language Teachers Network
- Quebec City Reading Council

#### Communications

- Television – Global Quebec
- Radio – CBC, Québec Tourism Radio
- Print – *Quebec Chronicle-Telegraph*

#### Health and social services

- Jeffery Hale Hospital
- Jeffery Hale Community Services
- Holland Resources Development Corporation
- Fraser Recovery Program
- Community Health and Social Services Network (CHSSN)
- Alcoholics Anonymous
- Overeaters Anonymous

#### Social and religious group

- Quebec City Women’s Club
- Rise n’ Shine It’s Breakfast Time
- The Lunch Bunch
- Ste-Foy Book Club
- American Colony of Quebec
- Numerous places of worship including Anglican, Baptist, Catholic, Pentecostal, Presbyterian and United churches, as well as a Baha’i centre and synagogue
- Betty’s Quilters
- Knitters’ Club (CWL)
- Saint Brigid’s Guild

#### Employment

- FORT Program (back-to-work training and orientation)

#### Youth

- Scouts Canada (St. Vincent)
- Girl Guides of Canada

#### Sports

- A college and three high schools offer interscholastic sport programs in hockey.

#### Heritage

- 78th Fraser Highlanders
- Irish Heritage Quebec
- Literary and Historical Society of Quebec
- Morrin Centre
- Quebec City Guild of Change-Ringers
- Quebec Seamen’s Institute



## Community

- Voice of English-speaking Québec
- Community Economic Development and Employability Committee (CeDeC)
- Valcartier Family Centre

## Seniors

- Jeffery Hale Community Services for Seniors
- Stoneham Fifty Plus Club
- St. Brigid's Home
- Shannon Senior Citizens
- Valcartier Golden Age Group

## **2.3 Best practices by target sector**

For the purposes of this study, English-speaking Québec City participants chose four priority sectors to examine in terms of vitality. This section presents highlights of initiatives considered best practices or success stories in terms of fostering community vitality.

### *2.3.1 Youth*

#### **Youth coordinator**

The Voice of English-speaking Québec is the regional association that represents the interests of the community at large and engages in a wide variety of community development activities. Following a study on the situation and needs of youth in the community, the organization hired a youth coordinator to support a youth advisory committee and promote the bilingual attributes of English-speaking youth to prospective employers.

#### **Mentoring project**

The St. Lawrence Campus of the English-language Champlain College CEGEP offers an internship program with mentoring and co-op placement for students in the Business Administration program. One of the key elements is its promotion of students' bilingualism. Many businesses benefit by having skilled workers, where such labour is short in supply, and students benefit by gaining valuable work experience.

### *2.3.2 Health and social services*

#### **Jeffery Hale Community Services**

Founded in 1865 as a hospital, the facility now promotes the well-being of the English-speaking population of the greater Québec City region. The "Jeff" is a non-profit centre offering a variety of health and social services for all ages. It also provides health services and referrals to residents of English-speaking communities in the eastern part of Quebec, and supports community development activities such as volunteer support. In addition, the "Jeff" rents office space to a number of English-speaking community organizations.

#### **Valcartier Family Centre**

Valcartier is home to one of eastern Canada's largest military bases, bringing a large number of English-speaking military personnel and their families to the area just north of Québec City. Recognizing the distinctive nature of military life, the Valcartier Family Centre's mission is to improve the quality of life of military members. It offers information and referral, emergency childcare, employment assistance (FORT Program), counselling services, volunteering initiatives, support for reservists' families and youth programs. French and English second-language training is also available. The critical mass of the military base allows the centre to offer high-quality community services to the local English-speaking population as well.

#### **Fraser Recovery Program**

Founded in 1996, the Fraser Recovery Program has a very specific mandate: to keep Québec City youth sober, in school and at home. The non-profit organization provides individual assessments and counselling, twice-weekly support meetings and a 24-hour help line for member support. A camping program is also available weekends, holidays and during the summer months.

### 2.3.3 Arts and culture

#### **Morrin Centre**

The Literary and Historical Society of Quebec was the first learned society in the country and is presently restoring its heritage site, which will house the Morrin Centre, a cultural portal designed to educate the public about the historic contribution and present-day culture of the English-speaking community in Québec City. Originally designed as a jail in 1808, the building was transformed to house the Society and Morrin College, the city's first English-language institute of higher education, which opened in 1868 (and which closed in the early 20th century.) In 1989, the City of Québec acquired the building to restore this heritage monument, and in 2000 the Literary and Historical Society of Quebec took on the management of the cultural centre project.

#### **Québec City Celtic Festival**

Started in 2006 through the newly renovated Morrin Centre, the Québec City Celtic Festival offers a wide range of activities to the public to promote the Breton, Scottish and Irish roots of the community. Workshops, shows, parades, conferences and information booths increase the visibility of the English-speaking community and offer a showcase for their heritage and contribution to the building of the provincial capital.

### 2.3.4 Leadership and visibility

#### **Holland Resources Development Corporation**

After the Ladies Protestant Home closed in 1991, a consortium of seven community organizations was formed to give structure and leadership in community development and to help manage the community's institutions. The corporation successfully adapted community services after the conversion of the Jeffery Hale Hospital into a long-term care facility from its previous role as the only English-language hospital serving Québec City and eastern Quebec. The Holland Corporation did so by securing financial resources from the regional health agency to form and operate the Holland Centre, which is now Jeffery Hale Community Services, and to manage Saint Brigid's seniors' facility. The organization continues its leadership role in the development and management of key social services for the English-speaking community.

### 3. Vitality indicators for the English-speaking community of Québec City

For each of the four target sectors for Québec City, i.e., youth, health and social services, arts and culture, and leadership and visibility, the task force constructed a **vitality model** (a logic model<sup>11</sup> 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, progress is being made. Indicators are signposts of change—they enable the status of development outcomes and progress to be verified. The **purpose of indicators** is ultimately to support effective program planning, management and reporting. Indicators make it possible to demonstrate results, and can help produce 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. Ultimately, it is 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 Québec City task force.

#### 3.1 Youth

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

**Research and promotion:** The English-speaking community in the Québec City region expressed the need for greater analysis of job availability associated with language skills, and for promoting the information to retain and recruit youth in the area.

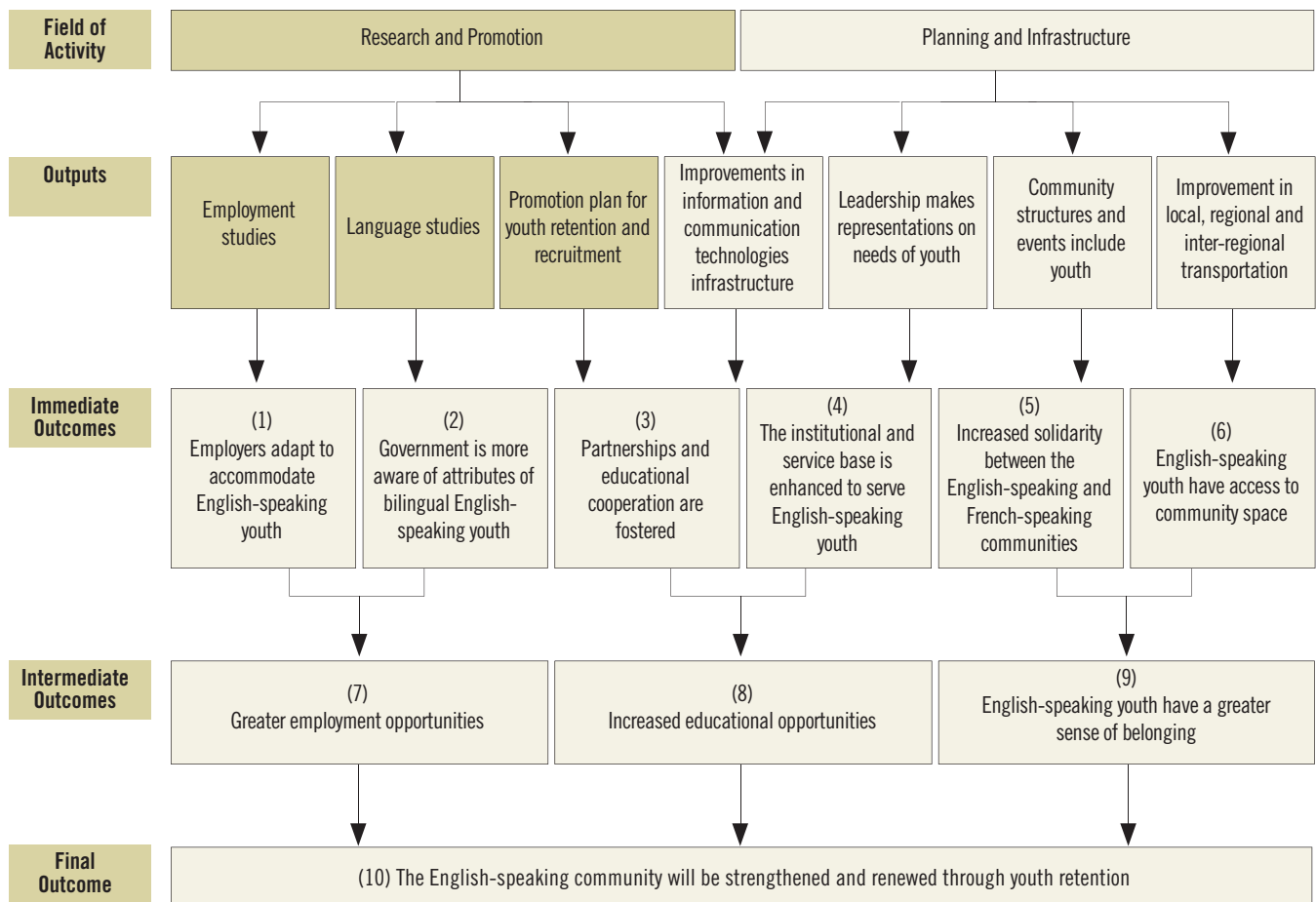
**Planning and infrastructure:** The Québec City English-speaking community believes there also needs to be more planning to establish the leadership and infrastructure base for providing more opportunity to youth, including educational partnerships, transportation services and community space.

In the medium term, the activities will provide youth with more employment and educational opportunities, and a greater sense of belonging.

In the long term, the Québec City English-speaking community will be strengthened and renewed through greater youth retention.

11 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](http://www.managementhelp.org).

## Logic model: Québec City – Youth 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 – Youth sector

Expected outcomes	Indicators	Data sources
<b>Immediate:</b>  1. Employers (business, institutions) adapt to accommodate English-speaking youth	<ul style="list-style-type: none"> <li>Levels of recruiting activity:               <ul style="list-style-type: none"> <li>Employer participation in career events at English-speaking schools (booths)</li> <li>Employer outreach to English-speaking youth (i.e., brochures)</li> </ul> </li> <li>Job postings in English media</li> <li>Job postings in French media promoting English proficiency/bilingualism as an asset</li> <li>Length of employment of English-speaking youth</li> <li>Comfort level of English-speaking youth in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Institutional administrative records</li> <li>Media coverage study</li> <li><i>Ibid.</i></li> <li>Surveys of businesses, youth (employed and unemployed)</li> <li>Attitudinal surveys of youth</li> </ul>
<b>Immediate:</b>  2. Government is more aware (for purposes of hiring) of attributes of bilingual English-speaking youth	<ul style="list-style-type: none"> <li>Government awareness levels and attitudes</li> <li>Incidence of government job postings in English media</li> <li>Incidence of government job postings in French media that promote English proficiency/bilingualism as an asset</li> </ul>	<ul style="list-style-type: none"> <li>Surveys of government personnel</li> <li>Media coverage study</li> <li><i>Ibid.</i></li> </ul>
<b>Immediate:</b>  3. Partnerships and educational cooperation are fostered	<ul style="list-style-type: none"> <li>Number and extent of educational partnerships for English-speaking youth (industrial, institutional, economic development)</li> </ul>	<ul style="list-style-type: none"> <li>Institutional administrative records</li> </ul>
<b>Immediate:</b>  4. The institutional and service base is enhanced to serve English-speaking youth	<ul style="list-style-type: none"> <li>Number of programs offered to English-speaking youth (including programs adapted to English-speaking youth from the French-speaking community)</li> <li>Youth participation in programs (see above)</li> <li>Attitudes of English-speaking youth regarding how well they are served</li> </ul>	<ul style="list-style-type: none"> <li>Institutional administrative records</li> <li><i>Ibid.</i></li> <li>Attitudinal surveys of youth</li> </ul>

Expected outcomes	Indicators	Data sources
<b>Immediate:</b>  5. Increased solidarity between the English-speaking and French-speaking communities	<ul style="list-style-type: none"> <li>Number and nature of cooperative youth initiatives between English-speaking and French-speaking community partners</li> </ul>	<ul style="list-style-type: none"> <li>Institutional administrative records</li> </ul>
<b>Immediate:</b>  6. English-speaking youth have access to community space	<ul style="list-style-type: none"> <li>Number of appropriate spaces/facilities available for use by English-speaking youth</li> <li>Awareness of these facilities by English-speaking youth/community groups</li> <li>Usage of these facilities for English-speaking youth activities</li> </ul>	<ul style="list-style-type: none"> <li>Census statistics</li> <li><i>Ibid.</i>, government and agency administrative records</li> <li><i>Ibid.</i></li> </ul>
<b>Intermediate:</b>  7. Greater employment opportunities	<ul style="list-style-type: none"> <li>English-speaking youth employment/underemployment levels</li> <li>English-speaking youth in government jobs</li> <li>Return rate of English-speaking youth (from outside studies)</li> <li>Entry rate in the job market of English-speaking youth from outside the region</li> </ul>	<ul style="list-style-type: none"> <li>Census statistics</li> <li><i>Ibid.</i>, government and agency administrative records</li> <li><i>Ibid.</i></li> <li><i>Ibid.</i></li> </ul>
<b>Intermediate:</b>  8. Increased educational opportunities	<ul style="list-style-type: none"> <li>Volume and variety of educational program offerings (including joint programs between English-speaking and French-speaking institutions)</li> <li>Enrolment of English-speaking youth in educational programs</li> <li>Flow through: English-speaking high school students staying for post-secondary education</li> <li>Exit-return rate of English-speaking youth from the region for post-secondary education</li> <li>Arrival of English-speaking youth from outside the region for post-secondary education</li> </ul>	<ul style="list-style-type: none"> <li>Institutional administrative records</li> <li><i>Ibid.</i></li> <li><i>Ibid.</i></li> <li><i>Ibid.</i></li> <li><i>Ibid.</i></li> </ul>

Expected outcomes	Indicators	Data sources
<b>Intermediate:</b>  9. English-speaking youth have a greater sense of belonging	<ul style="list-style-type: none"> <li>Youth participation in community events, social networks, cultural activities, boards of directors, etc.</li> <li>English-speaking youth awareness of English-speaking community services</li> <li>Attitudes of English-speaking youth and their families (including comfort levels with speaking English)</li> </ul>	<ul style="list-style-type: none"> <li>Community organization administrative records, participation rates</li> <li>Surveys of youth</li> <li>Attitudinal surveys</li> </ul>
<b>Final:</b>  10. The English-speaking community will be strengthened and renewed through youth retention	<ul style="list-style-type: none"> <li>Size of the English-speaking youth population relative to the total English-speaking community (percentage increase)</li> <li>Number of visible English-speaking youth leaders</li> <li>English and French media coverage of English-speaking youth</li> </ul>	<ul style="list-style-type: none"> <li>Census statistics</li> <li>Media coverage study, community organization administrative records</li> <li><i>Ibid.</i></li> </ul>

### 3.2 Health and social services

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

**Research and planning:** Health and social services are a priority for the Québec City English-speaking community, and they require more research to identify gaps and improve reporting when needs are not being met, to ensure continual planning.

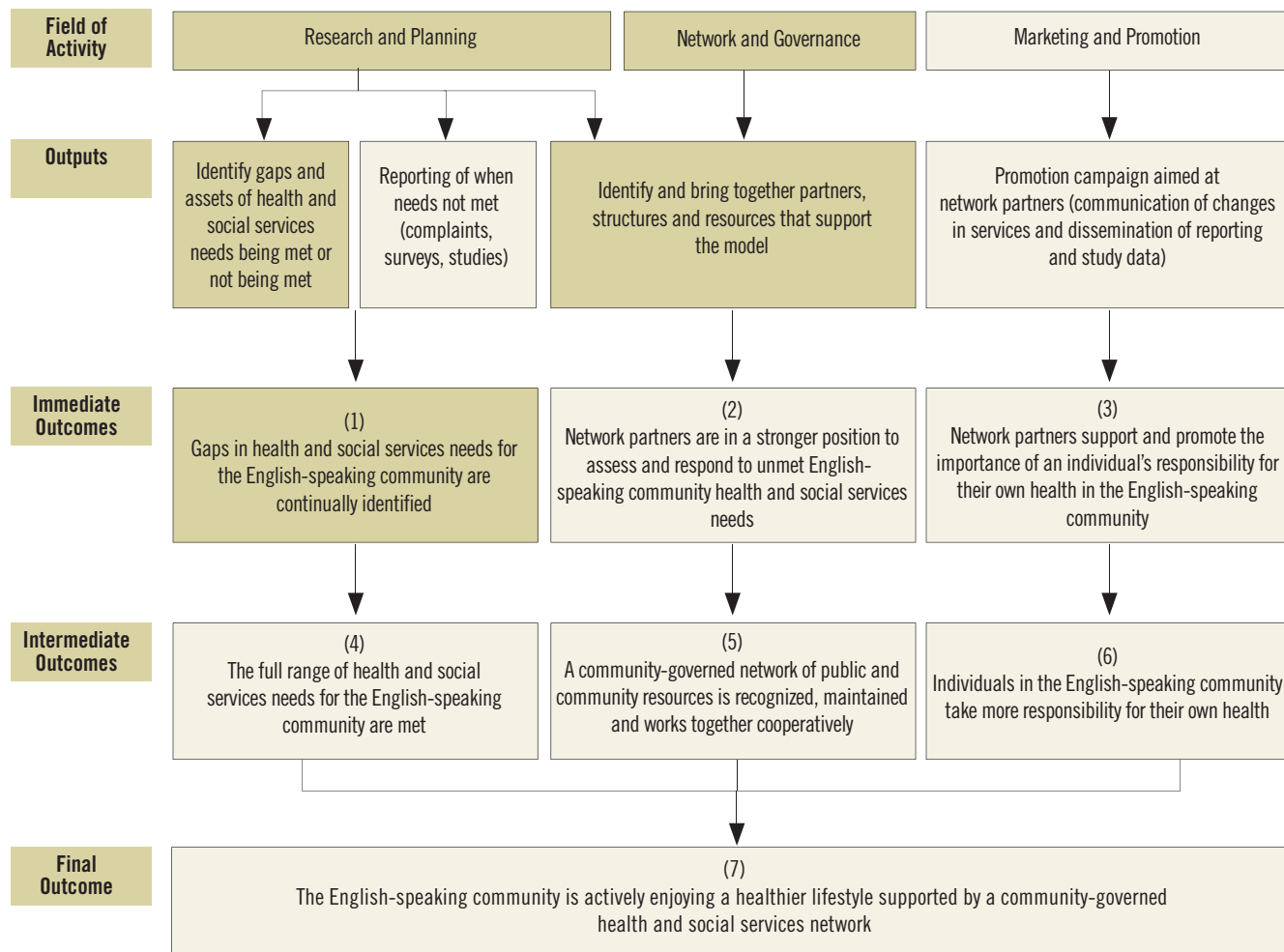
**Network and governance:** The English-speaking community of Québec City believes that partners need to be identified, along with their structures and resources, to respond to health and social service needs.

**Marketing and promotion:** Promotional initiatives are required in conjunction with partners to ensure that individuals in the English-speaking community of Québec City take more responsibility for their own health.

In the medium term, the activities will lead to a full range of health and social services for the English-speaking community, as well as a community-governed network of resources and greater individual responsibility.

In the long term, the English-speaking community of Québec City will actively enjoy a healthier lifestyle, with the support of its community institutions.

## Logic model: Québec City – 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
<b>Immediate:</b>  1. Gaps in health and social services needs for the English-speaking community are continually identified	<ul style="list-style-type: none"> <li>Evidence of gaps in service</li> </ul>	<ul style="list-style-type: none"> <li>Surveys of clients, focus groups, institutional administrative records (usage information, i.e., wait times)</li> </ul>
<b>Immediate:</b>  2. Network partners are in a stronger position to assess and respond to unmet English-speaking community health and social services needs	<ul style="list-style-type: none"> <li>Nature and scope of agreements or arrangements between network partners (formal legal partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>Surveys of key informants, institutional administrative records</li> </ul>
<b>Immediate:</b>  3. Network partners support and promote the importance of an individual's responsibility for their own health in the English-speaking community	<ul style="list-style-type: none"> <li>Incidence of meetings and discussions between network partners</li> <li>Evidence of plans to promote individual responsibility within the English-speaking community</li> <li>Number and nature (i.e., reach) of promotional initiatives regarding the above</li> <li>Enabling structures and resources in place (i.e., translation budgets for promotion)</li> </ul>	<ul style="list-style-type: none"> <li>Institutional, agency and community organization administrative records</li> <li>Institutional and agency promotional materials</li> <li>Institutional and agency administrative records</li> <li><i>Ibid.</i></li> </ul>
<b>Intermediate:</b>  4. The full range of health and social services needs for the English-speaking community are met	<ul style="list-style-type: none"> <li>Availability of health and social services for the English-speaking community</li> <li>Perception levels within the health and social services sector regarding the extent to which English-speaking community needs are being met</li> <li>Perception levels within the English-speaking community regarding the extent to which its health and social services needs are not being met</li> </ul>	<ul style="list-style-type: none"> <li>Institutional and agency administrative records, client and key respondent surveys, interviews</li> <li>Client surveys and interviews, complaint reporting data</li> <li><i>Ibid.</i></li> </ul>

Expected outcomes	Indicators	Data sources
<b>Intermediate:</b>  5. A community-governed network of public and community resources is recognized, maintained and cooperatively works together	<ul style="list-style-type: none"> <li>• Number of English-speakers (and their profiles) actively participating in the network</li> <li>• Representation of the English-speaking community on regional health boards</li> <li>• Written (legislative) commitment from provincial government to support the network</li> <li>• Number of formal and long-term partnerships (in relation to potential or capacity)</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys; interviews with key respondents; institutional, agency and community organization administrative records</li> <li>• Institutional, agency and community organization administrative records</li> <li>• Government administrative records</li> <li>• Institutional, agency and community organization administrative records</li> </ul>
<b>Intermediate:</b>  6. Individuals in the English-speaking community take more responsibility for their own health	<ul style="list-style-type: none"> <li>• Percentage shift among the English-speaking community regarding standard health indicators (response to the public health campaign)</li> </ul>	<ul style="list-style-type: none"> <li>• Population surveys, interviews, focus groups, census statistics</li> </ul>
<b>Final:</b>  7. The English-speaking community is actively enjoying a healthier lifestyle supported by a community-governed health and social services network	<ul style="list-style-type: none"> <li>• Life expectancy in the English-speaking population</li> <li>• Morbidity rates<sup>12</sup></li> <li>• Perceptions of the English-speaking community regarding its health in relation to the health and social services support system in place</li> </ul>	<ul style="list-style-type: none"> <li>• Census statistics</li> <li>• <i>Ibid.</i></li> <li>• Population surveys, interviews, focus groups</li> </ul>

### 3.3 Arts and culture

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

**Research and development:** Members of the English-speaking community feel there is a need for further research on English-language arts and culture in the Québec City region. This will determine priorities for the sector.

**Marketing and promotion:** Members of the Québec City English-speaking community believe that a series of measures are required to better inform the community of what is happening in the sector. This will result in more availability of facilities and greater exchange between artistic communities.

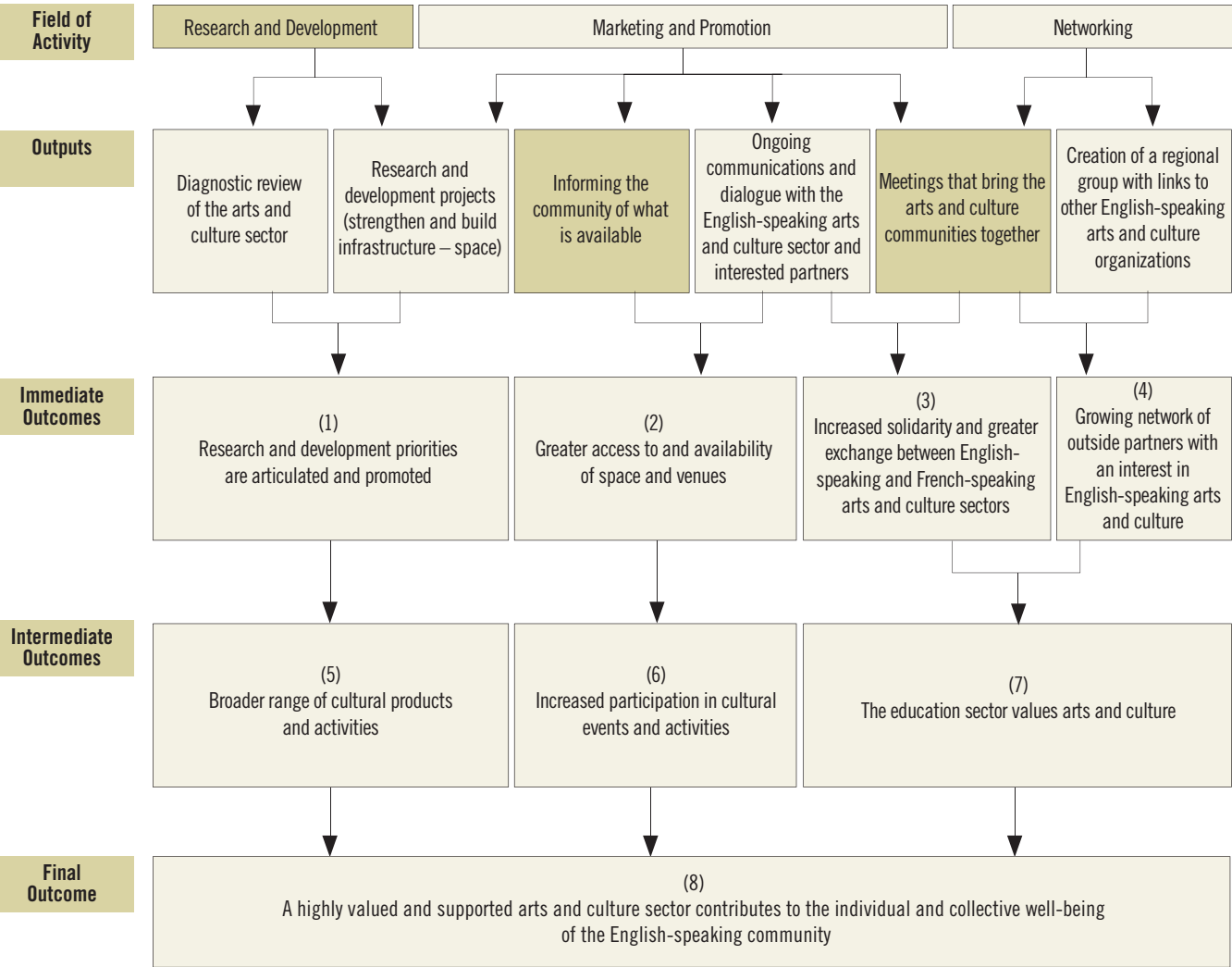
**Networking:** The arts and culture sector requires more structure in its operations and representations, both within the English-speaking community and outside with the French-speaking community. This will result in greater exchange among artistic communities and the generation of partnerships.

12 Morbidity rates: proportion expressed in a percentage, of the people who are sick in the total population.

In the medium term, the activities will lead to a broader range of English-language artistic activities, greater levels of community participation and the incorporation of arts and culture as an important value in the education sector.

In the long term, the English-speaking community of the Québec City region will experience individual and collective well-being from a more valued and supported arts and culture sector.

### Logic model: Québec City – 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
<b>Immediate:</b>  1. Research and development priorities are articulated and promoted	<ul style="list-style-type: none"> <li>• Publication of recent research studies that define key issues of relevance to the English-speaking arts and culture sector</li> <li>• Dissemination of these studies or research results to individuals or groups working within the English-speaking arts and culture sector and to other key stakeholders (i.e., government)</li> <li>• Common understanding within the English-speaking arts and culture sector of development priorities (opinions coincide)</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, agency and cultural organization administrative records</li> <li>• Interviews with key respondents</li> <li>• Cultural organization administrative records, interviews with key respondents</li> </ul>
<b>Immediate:</b>  2. Greater access to and availability of space and venues	<ul style="list-style-type: none"> <li>• Awareness of existing space and venues available to the English-speaking community</li> <li>• Use of existing space and venues for cultural activities that serve the English-speaking community</li> <li>• Number of new spaces and venues created for cultural activities that serve the English-speaking community</li> </ul>	<ul style="list-style-type: none"> <li>• Community surveys, interviews with key respondents</li> <li>• Cultural organization administrative records</li> <li>• Cultural organization administrative records, media coverage study</li> </ul>
<b>Immediate:</b>  3. Increased solidarity between English-speaking and French-speaking arts and culture sectors	<ul style="list-style-type: none"> <li>• Number and nature of collaborative efforts between English-speaking cultural groups (productions, events, meetings)</li> <li>• Creation of, and support for (such as membership), a regional English-speaking arts and culture umbrella group (part of ELAN)</li> <li>• Attitudes of English-speaking cultural groups (comfort levels) regarding collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, agency and cultural organization administrative records</li> <li>• Cultural organization administrative records</li> <li>• Surveys of cultural organizations, interviews with key respondents</li> </ul>
<b>Immediate:</b>  4. Growing network of outside partners with an interest in English-speaking arts and culture	<ul style="list-style-type: none"> <li>• Number and nature of collaborative efforts with partners outside the English-speaking arts and culture sector (i.e., community learning centres, government, education, corporate sponsors)</li> <li>• Perceptions within the sector and among outside partners regarding cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, agency and cultural organization administrative records</li> <li>• Surveys of partners, interviews with key respondents</li> </ul>

Expected outcomes	Indicators	Data sources
<b>Intermediate:</b>  5. Broader range of cultural products and activities	<ul style="list-style-type: none"> <li>• Expansion of activities by existing English-speaking arts and culture groups</li> <li>• Overall volume of cultural activity serving the English-speaking community</li> <li>• Emergence (number and size) of new cultural groups</li> <li>• Employment (number of jobs) in the English-speaking arts and culture sector</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, agency and cultural organization administrative records</li> <li>• <i>Ibid.</i></li> <li>• Cultural organization administrative records, media coverage study</li> <li>• Government, institutional, agency and cultural organization administrative records</li> </ul>
<b>Intermediate:</b>  6. Increased participation in cultural events and activities	<ul style="list-style-type: none"> <li>• Overall levels of English-speaking audience/visitor participation</li> <li>• Number of new English-speaking audience members/visitors</li> <li>• Number of English-speaking volunteers supporting the English-speaking arts and culture sector</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, agency and cultural organization administrative records</li> <li>• <i>Ibid.</i></li> <li>• Cultural organization administrative records</li> </ul>
<b>Intermediate:</b>  7. The education sector values arts and culture	<ul style="list-style-type: none"> <li>• Arts and culture are part of the English-language core curriculum (all levels)</li> <li>• Number and availability of arts and culture educational programs for the English-speaking community</li> <li>• Enrolment of English speakers in the above (all ages)</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional administrative records, interviews with key respondents</li> <li>• <i>Ibid.</i></li> <li>• <i>Ibid.</i></li> </ul>
<b>Final:</b>  8. A highly valued and supported arts and culture sector contributes to the individual and collective well-being of the English-speaking community	<ul style="list-style-type: none"> <li>• Levels of financial support to the English-speaking arts and culture sector (all sources)</li> <li>• Extent of media coverage of the English-speaking arts and culture sector (regional and beyond)</li> <li>• Attitudes among members of the English-speaking community regarding arts and culture in their lives</li> </ul>	<ul style="list-style-type: none"> <li>• Government, agency and cultural organization administrative records</li> <li>• Media coverage study</li> <li>• Community surveys, focus groups, interviews with key informants</li> </ul>

### 3.4 Leadership and visibility

The vitality model for leadership and visibility focuses on two main areas of activity.

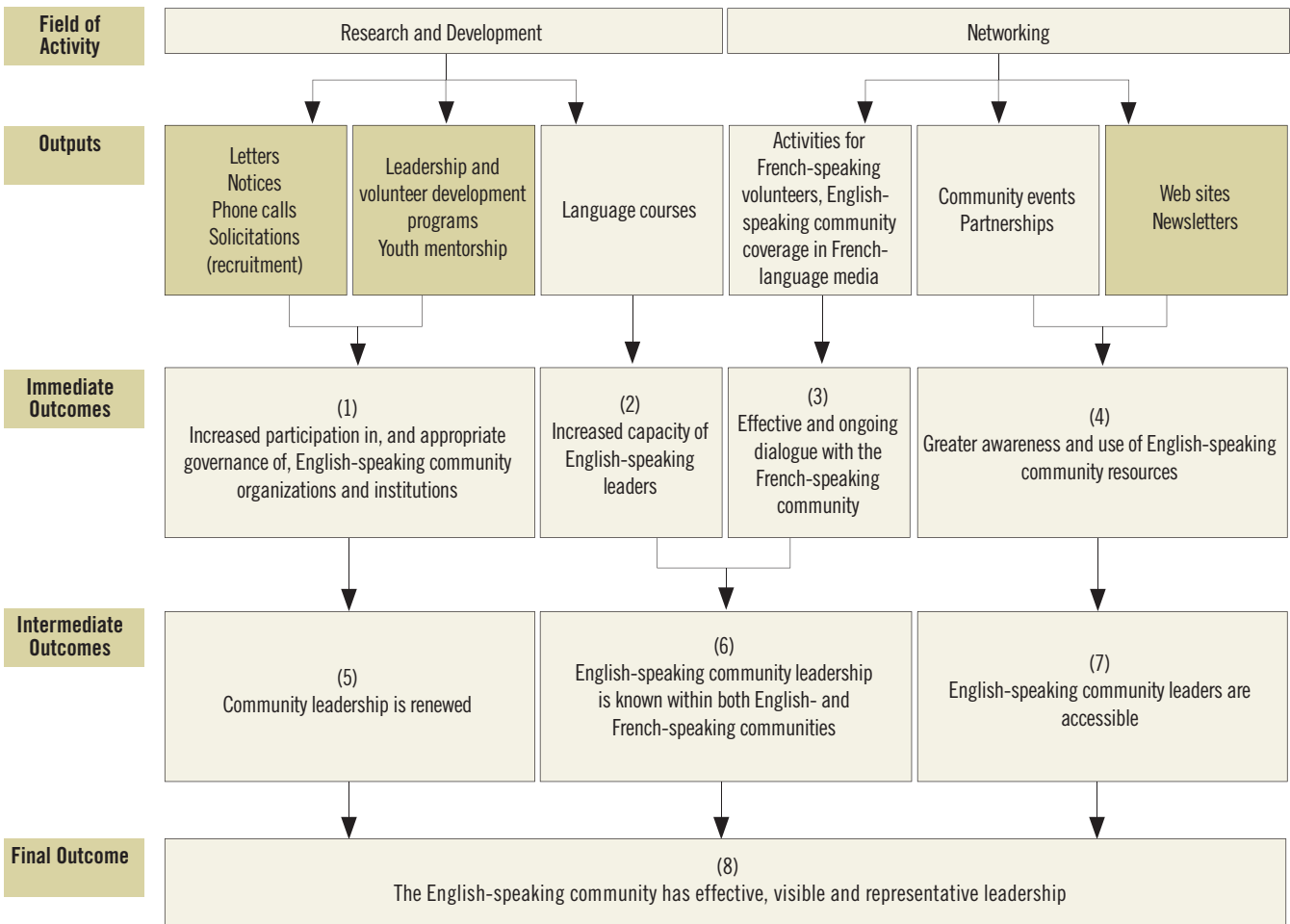
**Capacity building:** Members of the Québec City English-speaking community feel they need to build leadership capacity by recruiting and training new leaders, particularly youth, and by providing support for language training. This will increase participation and volunteer rates, and help existing leaders work more effectively.

**Communications and marketing:** Members of the Québec City English-speaking community would like more exchange with the French-speaking community, as well as increased media coverage and promotional efforts. This will enhance dialogue with the French-speaking community and lead to increased awareness of the English-speaking community.

In the medium term, the activities will lead to a renewal of community leadership, greater interaction between English- and French-speaking communities, and better access to leaders by the English-speaking community .

In the long term, the English-speaking community of Québec City will benefit from an effective, visible and representative leadership.

### Logic model: Québec City – Leadership and visibility 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 – Leadership and visibility sector

Expected outcomes	Indicators	Data sources
<b>Immediate:</b>  1. Increased participation in, and appropriate governance of, English-speaking community organizations and institutions	<ul style="list-style-type: none"> <li>• Membership or recruitment levels of English-speaking community organizations (i.e., increase in number of new volunteers)</li> <li>• Incidence of leadership training initiatives offered and used by English-speaking community members and organizations</li> <li>• Number of English-speaking community organizations operating with healthy governance policies (i.e., appropriate rotation patterns for board members, board member diversity with respect to age)</li> </ul>	<ul style="list-style-type: none"> <li>• Community organization administrative records</li> <li>• <i>Ibid.</i></li> <li>• <i>Ibid.</i></li> </ul>
<b>Immediate:</b>  2. Increased capacity of English-speaking leaders	<ul style="list-style-type: none"> <li>• Availability and use of support tools to assist English-speaking leaders in representing the community (i.e., workshops, briefing materials)</li> <li>• French-language proficiency levels of English-speaking leaders (board members)</li> </ul>	<ul style="list-style-type: none"> <li>• Community organization administrative records, interviews with key respondents</li> <li>• Interviews with key respondents</li> </ul>
<b>Immediate:</b>  3. Effective and ongoing dialogue with the French-speaking community	<ul style="list-style-type: none"> <li>• Number of French speakers on English-speaking community boards</li> <li>• Number of English speakers on French-speaking community boards</li> <li>• Number and nature of collaborative efforts (events, activities, meetings) between the English- and French-speaking communities</li> </ul>	<ul style="list-style-type: none"> <li>• Community organization administrative records</li> <li>• <i>Ibid.</i></li> <li>• <i>Ibid.</i></li> </ul>
<b>Immediate:</b>  4. Greater awareness and use of English-speaking community resources	<ul style="list-style-type: none"> <li>• Number of inquiries made to English-speaking community organizations for services, information, etc.</li> <li>• Volume of services delivered to the English-speaking community</li> </ul>	<ul style="list-style-type: none"> <li>• Community organization administrative records</li> <li>• <i>Ibid.</i></li> </ul>

Expected outcomes	Indicators	Data sources
<b>Intermediate:</b>  5. Community leadership is renewed	<ul style="list-style-type: none"> <li>Decline in incidence of leader (volunteer) fatigue and burnout (appropriate levels of cross-participation between boards/committees)</li> <li>Greater age diversity of the leadership base (balanced)</li> <li>Appropriate/healthy rotation of leaders (movement on and off boards)</li> </ul>	<ul style="list-style-type: none"> <li>Community organization administrative records, interviews with key respondents</li> <li><i>Ibid.</i></li> <li><i>Ibid.</i></li> </ul>
<b>Intermediate:</b>  6. English-speaking community leadership is known within both English- and French-speaking communities	<ul style="list-style-type: none"> <li>Levels of awareness among the English-speaking population regarding leadership</li> <li>Levels of awareness among the French-speaking community population regarding English-speaking community leadership</li> <li>Levels of awareness among English- and French-language media (i.e., journalists) regarding English-speaking community leadership</li> <li>Number of inquiries or requests on the part of English- and French-language media to English-speaking community leaders</li> </ul>	<ul style="list-style-type: none"> <li>Community surveys, interviews, focus groups</li> <li>Interviews with key respondents, community surveys, focus groups</li> <li>Media coverage study, interviews with key respondents</li> <li>Community organization administrative records</li> </ul>
<b>Intermediate:</b>  7. English-speaking community leaders are accessible	<ul style="list-style-type: none"> <li>Incidence of English-speaking community leaders meeting with individuals and organizations</li> <li>Responsiveness of English-speaking community leaders to requests (i.e., in a timely manner)</li> <li>Participation of English-speaking community leaders in activities of the English- and French-speaking communities</li> </ul>	<ul style="list-style-type: none"> <li>Community organization administrative records</li> <li><i>Ibid.</i>, community surveys</li> <li>Community organization administrative records</li> </ul>



Expected outcomes	Indicators	Data sources
<b>Final:</b>  8. The English-speaking community has effective, visible and representative leadership	<ul style="list-style-type: none"> <li>• Presence and placement of English-speaking representatives in government</li> <li>• Timely adoption and uptake of policy/ changes on key strategic issues affecting the English-speaking community</li> <li>• Extent to which opinions and positions of the English-speaking community and their leaders coincide</li> <li>• Perceptions regarding individual cultural identity and sense of belonging (subjective vitality)</li> <li>• Ease of access to politicians by the English-speaking community</li> </ul>	<ul style="list-style-type: none"> <li>• Government administrative records, media coverage study</li> <li>• <i>Ibid.</i></li> <li>• Community surveys, interviews with key respondents, focus groups, media coverage study</li> <li>• Community surveys, focus groups, media coverage study</li> <li>• Interviews with key respondents, media coverage study</li> </ul>

## 4. Conclusions

### 4.1 Renewal

The predominant concern expressed in Québec City 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 Québec City is how to convince youth, families and employers that bilingualism in young English speakers is an asset to be exploited and harnessed. The goal is first and foremost to encourage young English speakers to live and work in the area, and to have employers draw on local resources before searching elsewhere.

### 4.2 Effective organization

A second element that emerged in the discussions from all sectors is the need for better capacity and more effective community organization. The common themes expressed were networking, governance and support to ensure the establishment, maintenance and expansion of programs, services and facilities for the community. Creation of the Holland Resources Development Corporation illustrates the importance of structure, orientation and capacity in institutional development and management. It now ensures an expanding scope of community services that might otherwise not exist.

### 4.3 Engagement

The third element that was mentioned consistently in the discussions was the need to engage in outreach, both within and outside the community. Raising awareness among the English-speaking community on numerous issues, and promoting dialogue and partnerships with the French-speaking community were seen as important for all of the four vitality sectors. In the first instance, outreach to the wider English-speaking community is required to counter the perception that nothing is available to the English-speaking community in Québec City, which encourages people to move away. In the second instance, being able to respond to the needs of the English-speaking community requires that the majority community be more aware of the presence and situation of the minority community.

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