

***IfE* 2013-2014 EQUITY & SUSTAINABILITY FIELD HEARINGS**

A Field Hearing Report from Quebec, Canada The Hudson and Township Hubs Collective Voice: A Synthesis of Shared Insights

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Full Field Hearing Report Submitted to:

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Collective Voice: A Synthesis of Shared Insights

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TABLE OF CONTENTS

Section 1.	
Context	3
Field Hearing Methods	4
Section 2.	
Field Hearing Findings: Collective Voice	5
Section 3.	
Vision for Equity and Sustainability	7
- Good Governance	7
- Economic Development	9
- Environmental Sustainability	11
- Social Inclusion	11
- Create and Nourish the Community Hub and Networks	12
Universal Meaning and Direction Forward	14
Acknowledgments	14
Section 4.	
Relevant Resources	15

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CONTEXT

General Introduction

I have personal and professional interest in Sustainability Development Goals, global health and wellbeing and issues related to Linguistic Minority people in Canada. I am a Community Health Nurse and Educator, and recent founder of *Incite Options*© so was very enthused by the opportunity to share the voice and story of local residents in this important initiative. This Field Hearing represents in-kind contribution to *IfE* by *Incite Options*©, an action oriented advocacy consultancy founded in January 2014. The Field Hearings took place in communities located in the Province of Quebec, in the country of Canada. They are the sole Canadian *IfE* Field Hearings.

Canadian Context: Linguistic Minority People

Canada is a federal parliamentary democratic country made up of 10 Provinces and 3 Territories. Canada is officially bilingual (English and French) at the federal level and is one of the world's most diverse, yet sparsely populated, countries. Quebec is one of the Canadian Provinces, with its own jurisdictional powers over provincial health and social policy. However Quebec is unique in that the majority of its population is French speaking, in contrast to other Canadian regions.

The Quebec Field Hearing participants represented mainly rural communities; and mainly English-speaking people who live in a social context whereby the majority population is French-speaking. *While there is no one definition of 'English-speaking', estimates range from ~8.2-13% of Quebec's population.* In Canada this is identified as *Linguistic Minority* status given Canada has two official languages – English and French. The Field Hearing participants identified as being or having experience with Linguistic Minority status as it is expressed in Canada. One person identified as a member of the Black community. The Field Hearings took place during a politically charged timeframe as a Provincial party considered to be unsympathetic to English-speaking people was in power yet the possibility of a Provincial election was looming.

In the Province of Quebec the Linguistic Minority group is English-speaking people; whereas in most of Canada the Linguistic Minority is French-speaking people.

Field Hearings Methods

My experience working with Linguistic Minority (LM) initiatives in Quebec provided credibility to my initial outreach for participation. Success is due to the invaluable support from Heather Markgraf, Diana Gausden and Rachel Hunting, local LM champions and community representatives, who helped set up the Field Hearing focus groups in two distinct rural settings around Hudson and the Townships. Sincere appreciation is extended to the participants for their authentic, open, generous, respectful and forthright sharing of experience and insight.

This project is neither research nor intended to be broadly representative; it is a snapshot and interpretation of people's perspective during two focus groups. While participants have experience as/with Linguistic Minority people in Canada, my approach was not to make this Field Hearing to be *about* LM people. Rather it was to provide an opportunity for people with experience with LM and rural living status to share their voice and lens on the societal issues that impact the conditions of our daily lives. That is an important, but subtle distinction that was at times challenging to convey and maintain during the focus groups. There were periods of convergence and divergence, which I interpreted to be normal, fine and organic to the process.

Hudson Hub: is located within a 45-60 minute drive to the major urban city of Montréal QC (East) or to cross the provincial border into eastern portion of the Province of Ontario, Canada (West). The Hudson Hub consists of people from small towns from nearby counties; each with population ranges of ~5200 – 33,000. This area represent a growing English-speaking population, now representing ~25.6% of the service sector population of the nearby Community Health and Social Services Centre (CSSS Vaudreuil-Soulanges).

Township Hub: is part of a large mainly rural area covering 16,000 kilometers; 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 English-speaking population is approximately 35,000, or about 8% of the region's total (Office of the Commissioner of Official Languages).

Participant Profile: the group represented local residents, NGOs, social sector personnel, rural residents living ~1 to 2+ hours from a main urban locale. Some spoke on behalf of farmers, industry, insecurely employed and small business. The majority were women, with age range from young adult to senior citizen, with the majority being of middle age.

Guiding Questions: The *IfE* questionnaire was adapted for best fit with local context. Some items were removed due to time and context constraints. Items related to 'life as a linguistic minority', 'family life/connections', and 'level of consideration, attention and inclusion for different groups of people' were added.

FIELD HEARING FINDINGS: COLLECTIVE VOICE

This document will focus primarily on shared findings, themes, insights and solutions. Unique findings and experiences related to each hub are located in the full report.

Desire for Mutual Respect, Dignity and to Live in Harmony: while the very act of outreach to Linguistic Minority people created a risk for divisive approach – the reality is the participants unanimously voiced universally valued qualities. They showed that ‘the people’ can, want and do live in harmony; more so if those who have power and influence do not work to create divisive social contexts. Their message resonates – people want politicians and policy that bring people together for the benefit of many; instead of use of power to divide for the benefit of the few.

The People Know: what they want and need and how to go about maintaining and nourishing their communities, their networks, their health and their families – and they are very articulate. They understand the nuances of local context that the best-intentioned policy maker does not. It is not a mystery – and it is imperative we collectively find ways to ensure their voice influences policy and decision-making related to all determinants of health and equity.

Loss in the Midst of ‘Vitality’: became a poignant theme. There was an underlying sense of sorrow – and perhaps some ambivalence – around the missing, leaving and/or ‘lost’ generations. Participants generated a sense of pride in their decisions to stay in Quebec against demographic trends, and to contribute to community vitality. However the notion of loss and disconnect from valued human connections and frustration at having to explain or rationalize their decision to stay became an undertone to their quality of life in Quebec. The frustration may extend to perceived lack of overt leadership and policy to create conditions that will encourage English-speaking people to live in Quebec and to contribute to their strong desire for long-term sustainability of local English organizations, infrastructures and communities.

Rural Families and Communities: equally poignant was the strong advocacy for sustainability of rural ways of living and rural families, communities and networks. Rural people are more naturally connected to the very environments – hence insights – that are essential to us all as we move forward towards global sustainable development and improved equity. The rural fact, however, creates additional challenge in terms of accessing and influencing political agendas.

Power in Society and Values Shift: participants were astute to impact of politics in governance and economic systems. They expressed ambivalence about ‘Big Business’ as the cause of significant economic and employment losses – hence lost community members – and as a threat to local enterprise. Yet they also held Business responsible for reversing trends and reconnecting with the rural communities they abandoned in preference for high profits via cheap global markets. Participants express the values shift that will be needed in high-income countries if we are to move towards global convergence within sustainable development. They want a shift away from focus on consumerism and conventional notions of profit for more inclusive notions of quality of life, including natural environments. This is encouraging and should be capitalized by those with power and influence – particularly our public leaders and policy-makers.

Linguistic Minority Status is a Determinant of Health: that reaps rewards and rich cultural experiences, but also challenges and struggles. The English-speaking minority people in Quebec are diverse and have a multitude of perspectives around identity. Participants showed authentic respect towards the ‘majority’ French-speaking people of Quebec; and appreciation when they are met with reciprocity and openness. They value cooperation rather than competition for resources. Some struggled with forced distinctions they personally did not feel. They were unanimous that the atmosphere in Quebec’s public sphere had diminished and attributed this to politics, politicians and their impact on social climate. While vibrant, energetic and committed to their community, participants showed some weariness and a stark outlook for sustained vitality unless there is prompt leadership and political will to address their legitimate concerns.

- ❖ **Self-reliance and resilience:** may be a mixed blessing as these characteristics may contribute to systematic under-estimation of the scope of need for services; while obscuring gaps between needs and actual services provided for English-speaking people.
- ❖ **Shared Voice Matters:** participants expressed sincere appreciation for the opportunity to share their voice in this initiative. It was touching and humbling to be part of genuine, heartfelt sharing and their honest and open dialogue. Equally valued was the real respect they showed each other; including when perspectives differed and sensitive topics arose. The philosophy of inclusion and voice, as expressed via the *Initiative for Equality*, was likely a primary reason for the quality of participant’s responses and contributions.

Income as a buffer: it is likely that income and social status provided a buffering effect for some participants – which influenced their focus and contributions. Some participants had difficulty relating to items in the ‘assess trends’ discussion such as difficulty achieving basic needs and wellbeing of those living in poverty. This does not diminish the value of their contributions in any way; rather their perception reflects their reality. In actuality, these differences helped reveal that income still influences opportunity for health and healthcare in Canada, despite the presence of a ‘universal’ health care system. This is a critical point in relation to access to opportunity.

Intergenerational differences: there was a difference in perspective about intergenerational issues between the two groups with one group more likely to attribute differences to individual characteristics, deficits (youth) and social advantage (some seniors) while the second group acknowledged that youth aspired to do well, but were caught in social systems that placed them at disadvantage. Both groups identified an important need for education and access to information to address perceived needs related to youth and young adult families.

The Notion of Identity: stimulated much discussion about assigned and adopted identity; and the impact of labels and attributes. What emerged was a distinction in intensity of feeling about *identity* based on location of birth (Quebec, Canada, elsewhere); and proportion of life lived in the Quebec Linguistic Minority context. In one exchange, an emphasis by one participant about equality in her work with children gave rise to challenge by another about the negative impact of subtle racism. There was insufficient diversity in participants to do justice to the experiences of race, racialization and impact of polite ‘*racelessness*’ in society – but I am appreciative that voice and lens could shape this work in a small, but important way.

VISION FOR EQUITY & SUSTAINABILITY

The solutions proposed arise from the Field Hearing participants' voice and vision for necessary action towards a better collective future. This voice was interpreted and conveyed by the author via the equity and sustainability lens that underpins the *I/E* Field Hearing project.

GOOD GOVERNANCE

People-First Public Policy: People are fatigued with divisive politics and short-term focus on winning conditions for the few – usually framed around power and money – instead of wellbeing for the many. Transformative *Good Governance* as championed in the Canadian Constitution can revitalize the Canadian values that have been eroded in an era of globalization and consumerism. The call for *people-first policy* highlights people's desire for a more altruistic vision for society that will be inclusive; and will nurture quality of life and natural environments. Governments and all sectors of society, including 'Big Business,' can and should heed this call. The Federal Government can and should set national standards and expectations via Healthy Public Policy while supporting flexibility in application to provincial and local levels.

- ❖ **Conditions of Daily Living:** hunger and food and housing insecurity exist in Canada. Some groups, including seniors, people living with mental illness, and the working poor, are more vulnerable to limited ability to achieve basic needs. Governments at all levels from municipal to Federal can set and enact the principle of *Health in all Policy* to address essential social determinants of health for their citizens.
- ❖ **Social Protection Floors:** that permit all people living in Canada to achieve and experience basic dignity and decent conditions of daily living – regardless of urban-rural- or cultural context – are essential to ensuring community vitality and improving equity. Of particular concern are the working poor – who cannot achieve social mobility.
- ❖ **Health Policy, Healthcare and Services:** Field Hearing participants expressed values, vision and recommendations to improve access and quality of healthcare that are reflected in numerous publications in Canada. There is much concern for vulnerable groups and attention to the places where care is best delivered, including Home Care.

Canadians want Federal leadership, as in the form of a Health Accord, to establish standards and expectations based on best evidence and experience available from across the country and beyond. They *require* better coordination, cooperation and accountability across all levels of governance to permit flexible implementation in local and regional contexts. Equity will be achieved when unnecessary barriers to opportunity for health are dismantled.

- ❖ **Linguistic Minority:** all governments must do better to apply legislative guarantees to ensure protection of human rights across Provincial- Federal boundaries. Territorial jurisdiction should never result in apathy, ignorance, policy deficit or failure to act to ensure sustained vitality of Linguistic Minority communities and health equity.

Linguistic Minority Status is a determinant of health and equity in the Canadian landscape. Linguistic Minority Status should be included in nationally published frameworks for public policy and health impact assessment. Federal, Provincial, Regional and Local governments and authorities have an important responsibility to communicate and convey this lens to all citizens, using inclusive language around equity and community vitality.

Lead Societal Values Shift: all Governments and those people with formal and informal power in society can *change the conversation* from focus on profit, economy, growth and GDP to that of (authentic) collective responsibility for human rights, fairness and wellbeing across peoples, sectors and countries. While social change typically emerges from the grassroots, Government can and should lead action to formalize and institutionalize these principles via Healthy Public Policy in line with ongoing global Sustainability Development Goals (SDG). Equity in access to education, employment and decent conditions of daily living can be reframed as a societal merit good; rather than the consequence of a person's choices and competencies. *Good governance* is not reserved for government – responsibilities extend across all plural, public and private sectors. Business can and should be included in shifting values; and should be accountable for protecting their employees, not simply shareholders, in time of economic downswing and recovery.

Be Transparent and Accountable Today and Tomorrow: a bold challenge and aspiration is to require Governments at all levels to accurately predict and be accountable for the impact of their political platforms well beyond their mandate *prior* to elections as essential for transparency and authentic 'sustainability' across generations. *Normalize* requirements for short, intermediate and long-term outcomes for any and all political platforms and major policy. This can be achieved if the people of Quebec and Canada join together to demand it; and if they leverage media and social media to create a peoples' movement.

Convergence: Canada should commit to integrating the global UN SDG in all Public Policy. By adopting *People-First* Public Policy, Societal Values Shift and Transparency and Accountability across generations, Canadian leaders can create a platform for future convergence across countries essential for the upcoming global UN SDGs.

ECONOMIC DEVELOPMENT

Enact Sound Rural Development that Raises Rural Prosperity. While the world is heading towards unprecedented urbanization, we cannot afford to lose sight of the reciprocal relationship between wellbeing of rural peoples and those of urban contexts. Rural community vitality is dependent upon opportunity for children, youth and young families to live, learn, grow, develop and thrive ‘in place’ in their rural settings. Community wisdom and values are transmitted across generation; so support for middle age and senior adults is essential to rural community vitality.

- ❖ **Transportation Infrastructure:** has eroded due to policy and priorities that focus on conventional models of profit and efficiency. Communities East and West of Montreal comprising English-speaking and rural residents receive inadequate/inequitable access to train networks. Despite frequent calls for action there is little political will to respond effectively. Federal, Provincial and local politicians and business should and must come together without further delay to cooperate and coordinate action to correct this situation.

Given a national train system helped define Canada in its origin – it feels natural that the train become a solution, again, to connecting rural Canadians to the essential determinants of equity and health, including education, employment, services and culture. Using a Sustainable Development lens in analysis may help economists to frame costs and profit beyond convention to include benefits associated with careful attention to environment, heritage and community vitality.

- ❖ **Appropriate Technology:** including a balance of well-planned high and low technology can be transformative in levelling equity in rural settings. Examples include Wi-Fi that can be easily accessed (build the towers in the right place) and sustaining local radio that nurtures sense of community and connection while providing access to information.

Canada can learn from low-income countries that implemented technology well to deliver social programs across daunting geographic and demographic contexts.

Provide Learning and Education across the Lifespan. Governments have responsibility to ensure equitable access to conventional forms of education such as primary, secondary, post-secondary learning and vocational training. However governments and societal leaders also have additional responsibility to ensure our citizens are aware and informed about historical and current contexts influencing collective health and equity.

- ❖ **Communication Campaigns:** the Government has a responsibility to educate its citizens as to their collective responsibilities for continued progress towards international declarations. The Federal Government can and should commit to public communication campaigns to improve Canadians' awareness of our role in developing and enacting global UN Sustainable Development Goals (SDG). Social Protection Floor policy and public education should be framed in the language of human rights and social inclusion.
- ❖ **Enact International Declarations:** Canada has endorsed the United Nations Declaration on Human Rights, Declaration on Indigenous Peoples, the Millennium Declaration, and the International Covenant on Economic, Social, and Cultural Rights Canada amongst others. These Declarations are an *ongoing call* for good governance and political action in the form of healthy public policy to ensure all countries progressively realize all Human Rights. While Canada is a high-income country with admirable quality of life for most of its citizens, the Declarations require constant improvements towards domestic and global equity. It is important Canada assume and communicate these responsibilities.
- ❖ **Reconcile Colonization, Racism and Prejudice:** Canadians are generally ill informed and infrequently discuss experiences and impact of colonization or forms of racism, including '*racelessness*' that may perpetuate inequity. Legitimate discussion around creating our future community/country requires greater understanding through reconciling myths and stereotypes while accepting there are residual impacts of colonization and social experience of racism or prejudice. This should not be confused with reinforcing past hurts or negative portrayals of different groups. Rather it is about creating conditions for mutual respect, inclusion and diversity as part of our daily lives and interactions.

The Truth and Reconciliation Commission work provided a philosophy and process that can be replicated to engage diverse citizens in deliberative dialogue focused on forging common ground and commitments to a better society.

ENVIRONMENTAL SUSTAINABILITY

Guarantee and Monitor Natural Environments. Rural settings provide an opportunity to experience nature, an important component of health and creating notions of stewardship. They can provide a rich context for research and learning about environmental health and impact of climate, biodiversity and ecosystem services. Rural communities can be hubs for developing and sharing expertise in environment and can/should be included in national and global context for research, learning and policy. Respectful attention to natural environments in rural settings can be protective in terms of biodiversity and environmental sustainability but may also contribute to vitality through respectful development of programs of research, academia and connection.

- ❖ **Secure Small/Family Farms, Biodiversity and Ecosystem Services:** equity will require Public Policy and attention between contexts if we are to sustain the local social communities, natural environments and biodiversity that are essential to everyone. Nurturing small family farms will encourage community vitality and provide social and economic opportunities in rural communities. This is essential to reversing a trend of lost youth while nurturing community wisdom, tradition and intergenerational connections.

The importance of small/family farm resilience in the food chain cannot and should not be overlooked; certainly in the face of industrial approach to farming that may seemingly lower short-term economic ‘cost’ yet cause substantial long-term harm. Support for small farms can have additional benefits by sustaining biodiversity that in turn improves crop yields and protects ecosystems from incursion by pests, pathogens and invasive species.

SOCIAL INCLUSION

Inclusion and Diversity. A sense of belonging is critical to quality of life, health and wellbeing – hence critical to the prosperity and wellbeing of communities and countries. Governments in Canada and Quebec must frame public policies in terms that support inclusion and diversity, and avoid labels that encourage blaming, division and competition among peoples. They must *normalize* respect and attention to diverse perspectives to set the foundation for transparent and equitable allocation of resources and responsibilities. Attachment theory helps us understand the human drive to feel connected to others. It is understood that attachment to one’s community and sense of inclusion translates into motivation to care for that community. Ultimately this improves the quality of life, at reduced social and economic cost, for all. The Field Hearing participants articulated many factors contributing to sense of identity, inclusion and belonging; including authentic respect for diverse perspectives while striving for common goods. They have articulated a roadmap towards communal goals of greater harmony and quality of life.

**It is not the intent or capacity of this report to address the entire scope of diverse peoples in Canada, including the important issues related to Aboriginal peoples.*

Create and Nourish the Community Hub and Networks

The heart of this report, all prior sections reinforce and reflect this model and notion that works well and can/ should be expanded and supported. The quality and scope of the Field Hearing participants' contributions provide clear evidence that there is incredible real-world expertise that we are not yet fully valuing and integrating into community and systems planning. Community Hubs can be central to 'people-first' thinking and programming that transcend cultural and linguistic boundaries, while reallocating voice and power to the grass-root community level.

- ❖ **Civic Engagement and Community Networking:** these Hubs can be central within networks and inter-sectoral partnership to advance health equity in Quebec and elsewhere. Examples of success in the context of Linguistic Minority people in Quebec include: i) the use of the World Health Organization Networking and Partnership Initiative (NPI) model to contribute to community vitality; ii) The Community Mobilization Model for Improving the Health and Vitality of English-speaking Communities in Quebec (Community Health and Social Services Network and Institut nationale de santé publique du Quebec). Community Hubs are relevant to urban and rural contexts; they are about bringing people, organizations and partners together to connect and contribute to personal, family and community wellbeing.

Appreciative Lens and Hope: people are thirsty for fresh, creative approaches to solve challenges and a shift away from problem-focused, divisive discourse. Canadians know what works at the local level and they want a voice in developing policy that will bring people together, build on existing strengths and contribute to community vitality. They want to hear and contribute to optimism and hope-based movements for community.

- ❖ **Community Hubs as Source of Regeneration:** that can counter the genuine sense of loss for friends, family and threat to community vitality expressed by Field Hearing participants. Well- functioning Hubs would contribute to a context for “lofty ideals in the air and lowly deals on the ground” to meet within a vision of ‘*reclaiming democracy through rebalancing society*’ as expressed by Mintzberg (2014). Given governments are not likely to lead rebalancing efforts – they can and should provide support via public policy and resource allocation. Meanwhile, plural sector Hubs and Networks will lead integrated action with private and public sector partners towards sustainability and equity. This model embraces and explicitly articulates the essential role for NGOs. These NGOs would be integrated into local/provincial health and social service planning and would receive sustained core funding while permitting flexibility and autonomy in programming and measures of success. Federal policy would ensure additional funds for legitimate national special interests such as the Linguistic Minority people.

Voice and Influence: people and communities want and expect their local leaders and politicians to move beyond rhetoric to recognize, integrate and actualize their local expertise within public policy and program planning, delivery and monitoring. *Walk the talk* is imperative in efforts to create genuine opportunities for the personal and community engagement that will enable Canadian communities to thrive.

- ❖ **Creative Space and Place:** the Community Hub will be the place and space to collectively create and deliver many of the suggestions in this Field Hearing Report. NGOs and health agencies will contribute in partnership and with mutual respect and regard. Business, local enterprise, academia, social and – *very importantly the local arts and cultural* - groups will partner to enrich programming. Hubs can connect via networks to multiply effects and share stories of success, risk, failures and gains. Currently some of these networks and hubs exist – formally and some informally – but it will be important they be further expanded and integrated into governance models and feedback loops to ensure they share voice to impact decisions and public policy.

Celebrate the Power of Small Steps and Small Groups: The notion of a hub may help reconcile the need for accountability in program funding with flexibility; and eligibility criteria and measures of success relevant to local contexts. We can reduce wasted resources currently invested in forcing projects to fit top-down mandates. Better to apply that energy and resources to actual action to improve real world community outcomes.

Community Hubs and Networks: there are several *Networking and Partnership Initiatives* in existence to build on. Of particular importance will be action to nurture community hubs in a more explicit manner. This can be reasonably and feasibly accomplished through supporting the NPI in place; then monitoring and sharing their expansion, efforts and accomplishments. One outcome of this work may be raising awareness about existing partners and networks and helping community leaders, advocates and members to connect.

Leadership: It is a time of opportunity and what is needed is clear leadership at all levels of governance and community; including within the Linguistic Minority community. People are open and anxious to receive constructive and hopeful ideas. It is not unrealistic to believe that some of these suggestions are ripe for action given the shift in the political sphere.

Universal Meaning and Direction Forward

The decision to approach this small group of people who have a unique profile in Canada unearthed perceptions about the impact of public policy on basic conditions of daily living; and a quest for fairness that is at the heart of all society and civility. So while LM people, in particular rural living, are a small part of Canadian society – their conclusions are universal and have universal application. Such is the value and richness of this project. One must note a shared concern for decline in the basic conditions of daily living in the face of growing capitalism and conventional notions of economic growth (i.e.: GDP as a reliable measure of economic success).

The Field Hearing findings reinforce the notion that some groups are more vulnerable due to compounded factors and impact of public policy. In the presence of Canada's wealth, resources and strong public systems – there remain avoidable gaps in allocation of resources, services and opportunity to access the determinants of health that provide for quality of life. Income remains an important determinant of health and opportunity; more so for Linguistic Minority peoples despite education levels, amongst other people of diverse profiles. The commitment to apply an equity and sustainability lens to all (Healthy) Public Policy is paramount. Above all is the realization that people have their local expertise, vitality and capacity. Thus Federal leadership and policy must resonate nationally, but must also be sufficiently nimble to be locally adapted.

These Field Hearings also represent the importance of inclusion of all voice equitably within a capacity oriented lens. Small pockets of people and their expertise have the capacity to remind us all of what can, does and will continue to make Canada a globally valued and appreciated country. Themes of good governance, shared power and voice and emphasis on vitality, citizen engagement and regeneration are universally relevant and essential to all Canadians.

ACKNOWLEDGMENTS

Acknowledgments: I would like to express profound respect and appreciation for the incredible Field Hearing participants and those people who helped coordinate this project. I am grateful and humbled by their openness, honesty, their genuine insights and personal contributions and authentic collaboration for the purpose of nurturing their communities for the benefit of many. I am also very appreciative of the openness expressed by Deborah Rogers, President, *IfE* who welcomed me to this *Initiative* in what is, I believe, the first Canadian Field Hearing activity.

Respectfully submitted to *Initiative for Equality*,
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Relevant Resources

CHSSN Networking and Partnership Initiative: http://www.chssn.org/En/Networking_Partnership.html

Community Health and Social Services Network: <http://chssn.org/>

CSSS Vaudreuil-Soulanges: <http://www.santemonteregie.qc.ca/vaudreuil-soulanges/apropos/csssvs/index.fr.html#.U1UaPFVdVyw>

- *Portrait of the English-speaking Population of Vaudreuil-Soulanges:*
http://www.santemonteregie.qc.ca/depot/document/960/brochure%20anglaise_LR.pdf

Government of Canada- Departments and Agencies: <http://www.canada.ca/en/gov/dept/index.html>

Government of Quebec: <http://www.gouv.qc.ca/portail/quebec/pgs/commun/>

- Language policy:
<http://www.gouv.qc.ca/portail/quebec/pgs/commun/informationsutiles/linguistique/?lang=fr>

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Office québécois de la langue française: <http://www.oqlf.gouv.qc.ca/>

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Townshippers' Networking Partners Initiative: <http://townshippers.qc.ca/portal/networking-partners-initiative/>

Truth and Reconciliation Commission of Canada:
<http://www.trc.ca/websites/trcinstitution/index.php?p=26>

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