



Quebec
Community
Groups
Network

**A Community Dialogue About
Retention and Integration of
Newcomers to the English-speaking
Communities of Quebec**

MARCH 2011

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FOREWORD

The English-speaking community of Quebec faces many challenges, but one of the most significant is renewal.

The Quebec Community Groups Network has a mandate to promote the vitality of the English-speaking community of Quebec. The QCGN believes that maintaining vital minority communities by attracting newcomers to Quebec's English communities is desirable and possible to achieve without threatening Quebec's French majority. With this goal in mind, the QCGN has developed a strategic and action-oriented approach to assist English-speaking communities and their partners in welcoming newcomers to the regions of Quebec.

The QCGN would like to acknowledge the contribution of members and stakeholders who participated in our consultation on immigration, retention and renewal and the production of this report. They include the Regional Association of West Quebecers (RAWQ) in the Outaouais region, the Voice of English-speaking Quebec (VEQ) in Quebec City, Townshippers' Association in the Eastern Townships, the Committee for Anglophone Social Action (CASA) on the Gaspé Peninsula, as well as the Megantic English-speaking Community Development Corporation (MCDC).

This report would not have been possible without the important contributions of researchers Jack Jedwab from the Association for Canadian Studies; Michèle Vatz Laaroussi, from the University of Sherbrooke; independent researcher Karen Urtnowski; as well as Patricia Rimok from the Conseil des Relations Interculturelles.

We would also like to thank our consultant Hugh Maynard from Qu'anglo Communications, who guided us through the process, as well as Pierre-Paul Clermont, whose expertise was invaluable.

Mostly the QCGN would like to thank Citizenship and Immigration Canada for its assistance and innovative thinking over the last few years and the support it has demonstrated to the English-speaking communities of Quebec.



Sylvia Martin-Laforge,

Director General
Quebec Community Groups Network

Canada is a country founded on immigration, a global phenomenon that has helped build many communities where immigrants and migrants have chosen to settle. Putting out the welcome mat for newcomers has many benefits. Historically, the arrival of new immigrants has played a fundamental role in shaping English-speaking Quebec, particularly in the Greater Montreal area where the deep seated diversity of the population is a defining characteristic of our community.

As mentioned in the QCGN's presentation to the House of Commons Standing Committee on Official Languages on March 4, 2010, immigrants have always played an important role in the vitality of English-speaking Quebec. We value the diversity arising from immigration and view newcomers as making significant contributions to our communities and in turn to Quebec society. This additive approach to community building is reflected in the QCGN's 2009-2013 Strategic Plan which prioritizes the identification with, and attachment to English-speaking Quebec as one of its strategic orientations.

In 2006, Quebec immigrants for whom English was the only official language they knew upon arrival represented nearly 20 per cent of total provincial immigration. This was up from just under 16 per cent in 2002. Too often, immigrants to Quebec for whom English is their first official language spoken fall between the cracks and fail to receive the services that would allow them to remain and fully integrate into Quebec society. There is an opportunity to achieve both service delivery and retention for new arrivals through the English-speaking community in a win-win fashion, particularly in the regions of Quebec.

In its recently released report *The Vitality of Quebec's English-speaking communities: from Myth to Reality*, the Senate Standing Committee on Official Languages recognizes that English-speaking communities have an essential role to play in attracting and retaining immigrants in Quebec. The Committee states that "the issue for the English-speaking population of Quebec is to find ways of attracting newcomers to English-speaking communities without damaging the aspirations of the French-speaking majority." (p. 67) The report emphasizes the fact that the English-speaking community should be seen as an asset to Quebec, rather than a threat and that relationships should not be zero-sum. The report summarizes the situation as follows: "The English-speaking communities, like their French-speaking counterparts outside Quebec, want the federal government to play its role fully in attracting immigrants, helping them to integrate and thus enabling official language minority communities to rejuvenate themselves. They also want newcomers whose first language is English, whether they come from other provinces of Canada or other regions of Quebec, to be able to identify themselves as full members of the community." (p.67)

In its report *Recruitment, Intake and Integration: What Does the Future Hold for Immigration to Official Language Minority Communities?* in November 2010, Members of the House of Commons Standing Committee on Official Languages made a number of recommendations that were welcomed by our community. They include recommendation 4 which suggests "That Citizenship and Immigration Canada recognize that the Anglo Quebec community presents a model of linguistic integration for immigrants and that it recognize the specific role that this community plays in the integration of immigrants in the societies of Quebec and Canada" (p. 20); and recommendation 11 which advises "That Citizenship and Immigration Canada increase its intergovernmental efforts to assess the needs of the Anglo-Quebec community and provide it with financial support so that it can develop its immigration network, particularly in the regions." (p. 32)

In his annual report for 2008-2009, Graham Fraser, the Commissioner of Official Languages, sets out the following vision: “English-speaking communities in Quebec have had many years of experience in immigration and integration, and they continue their work in order to ensure that English-speaking newcomers are integrated and actively contribute to the development of Quebec society.” (p.75)

Fraser goes on to state that “The issue of immigration is different in Quebec, since the English-speaking communities have already benefited for several decades from the addition of newcomers. In fact, the proportion of English-speaking newcomers who settle in this province remains strong, and the number of immigrants capable of becoming fluent in this language on arrival has risen. In Montréal, for instance, the dynamic cultural scene and the city’s unique cosmopolitan character attract and retain many young musicians, artists and others from all over.” (p.75-76)

The Provincial Government of Quebec has a strong desire to “regionalize” new immigrants. There are English-speaking communities in several regions of Quebec and if immigrants who speak English were able to count on those communities for guidance and services to help them integrate, this might motivate them to move to the regions. Without knowledge of this support system, new immigrants are more likely to remain in Montreal. Secondary migration out of Quebec is something both the province and the English-speaking community could avoid by working together.

The regions of Quebec and the English-speaking communities within these regions in particular, have been experiencing a period of out-migration, an exodus of families and youth in search of employment and opportunity elsewhere. For some of these communities, the dwindling numbers are beginning to compromise the critical mass required to support schools, health care establishments and other institutions but most importantly to maintain a vital and sustainable community. This concern has been identified as a priority in the QCGN 2009-2013 Strategic Plan which states that the QCGN will “strengthen the institutional and service infrastructure supporting English-speaking Quebec” in order to address the issue of mutual support between English-speaking communities and their institutions across the province.

Welcoming newcomers offers much potential for the renewal of Quebec’s regional communities: to replenish their populations, to bring in much needed job skills and professional capabilities, to add cultural diversity in a world that is increasingly multi-cultural in all its facets, and to offer to others the same opportunity for a good quality of life.

Helping us provide a support system for new arrivals to Quebec is one area where all levels of government can play a role in supporting the vitality and development of English-speaking communities. Our communities, organizations and institutions in the regions are willing and able to offer services such as French-as-a-second-language training and help in seeking jobs, among others.

The English-speaking communities in the regions can act as a gateway to attract and support immigrants, migrants and returnees to become adapted and integrated into everyday living in a majority French-language Quebec. At the same time, the English-speaking communities can enhance their own vitality through the economic and community development that will result from the increased presence of newcomers who have an affinity to English as their first official language spoken or mother tongue.

A DEVELOPMENT STRATEGY FOR THE REGIONAL ENGLISH-SPEAKING COMMUNITIES OF QUEBEC

To address the issue of renewal after decades of out-migration from the English-speaking communities of Quebec, the Quebec Community Groups Network (QCGN) has undertaken a number of initiatives since 2007 to develop a strategy for welcoming newcomers. In particular it has engaged in a discussion with the Department of Citizenship and Immigration Canada (CIC), leading to a successful partnership and innovative thinking about solutions to the challenges faced by the Official Language Minority Community in Quebec. Financially this has resulted in a multi-year investment of \$63,000 per year for the English-speaking communities of Quebec.

This section of the report is a summary of the results of a two-day workshop of presentations and discussions on the issue of community renewal through the welcoming of newcomers, held in February 2011 thanks to support from CIC. Participants included representatives from five regional association members of the Quebec Community Groups Network – specifically Townshippers' Association, the Megantic English-speaking Community Development Corporation, the Committee for Anglophone Social Action, the Regional Association of West Quebec, and the Voice of English-speaking Quebec.

Researchers presented a variety of background information on immigration trends and government programs that are of interest to regional English-speaking communities. Most of those presentations are summarized in the subsequent section of this report. Representatives of community organizations then engaged in a facilitated discussion to identify and prioritize key issues and prepare recommendations for moving forward with a strategy.

The major issues identified during the workshop were:

1. Renewal is about welcoming newcomers and this should be the main message for sustaining English-speaking communities in the regions.
2. Newcomers include immigrants, migrants and returnees so that the renewal concept is meaningful and adaptable to regional communities as well as being politically acceptable.
3. Integrating a newcomer into an English-speaking community means that the individual will become integrated into Quebec society as well – it is not a question of one but both. This may take more time but the English-speaking community should be seen as a gateway into Quebec society, not a threat to it.
4. The English-speaking community should work with existing networks and agencies as much as possible, but should be prepared to spearhead activities if this turns out to be the best mechanism for service delivery to the community.
5. Understanding what we do and don't know about English-speaking communities and the questions surrounding newcomers is probably the most important first step in any future initiative. Being able to renew our communities through newcomers is recognized as a good strategy, but much remains unknown at a local level to be able to provide adequate baseline data to measure future outcomes.
6. The English-speaking community has difficulty engaging provincial and municipal government due to complex jurisdictional issues.

7. Job opportunities are the most important factor affecting the number of newcomers who might arrive and stay in a community. Communities with employment prospects will obviously fare better in this effort than those with fewer prospects. While there are some systemic issues involved in this question (i.e. decline in natural resources industries) there are also multi-jurisdictional, dimensional and departmental aspects that should be considered. In this regard, the “Welcoming Newcomers” strategy should dovetail with other strategies for the community regarding employment and economic development.
8. Whether to actively recruit versus simply welcoming newcomers who have arrived will remain a strategic choice depending on the circumstance of each region. Quebec City has employment prospects through which it can recruit, whereas the Gaspé is not in the same situation. In a general sense, all regional communities should be prepared and equipped to welcome newcomers as ‘arrivals’, and ready to consider recruitment if the circumstances present themselves.

The discussions at the workshop resulted in three principle recommendations for next steps to be taken by the English-speaking community:

Research

Research projects should be undertaken to prepare the groundwork for further initiatives (positioning) and in preparation for recommendations for the next five year investment in Official Language Minority Communities (2014-2019). This would include research to :

- Acquire a better understanding of the extent and potential for newcomers to the English-speaking regional communities (developing a better understanding of the local realities and potential for future work);
- A detailing of Quebec and regional government policies and programs;
- An examination of best practices and programs in the Francophone minority communities and the rest of Canada;
- A database of potential partners, collaborators, immigration networks and agencies in the regions needs to be created in order to support on-going and parallel initiatives;
- Current initiatives, in particular the VEQ Newcomers program, should be evaluated for mid-term results; and
- Follow-up on Statistics Canada report on Immigration and the English-speaking community (expected release date March 2011).

Investment

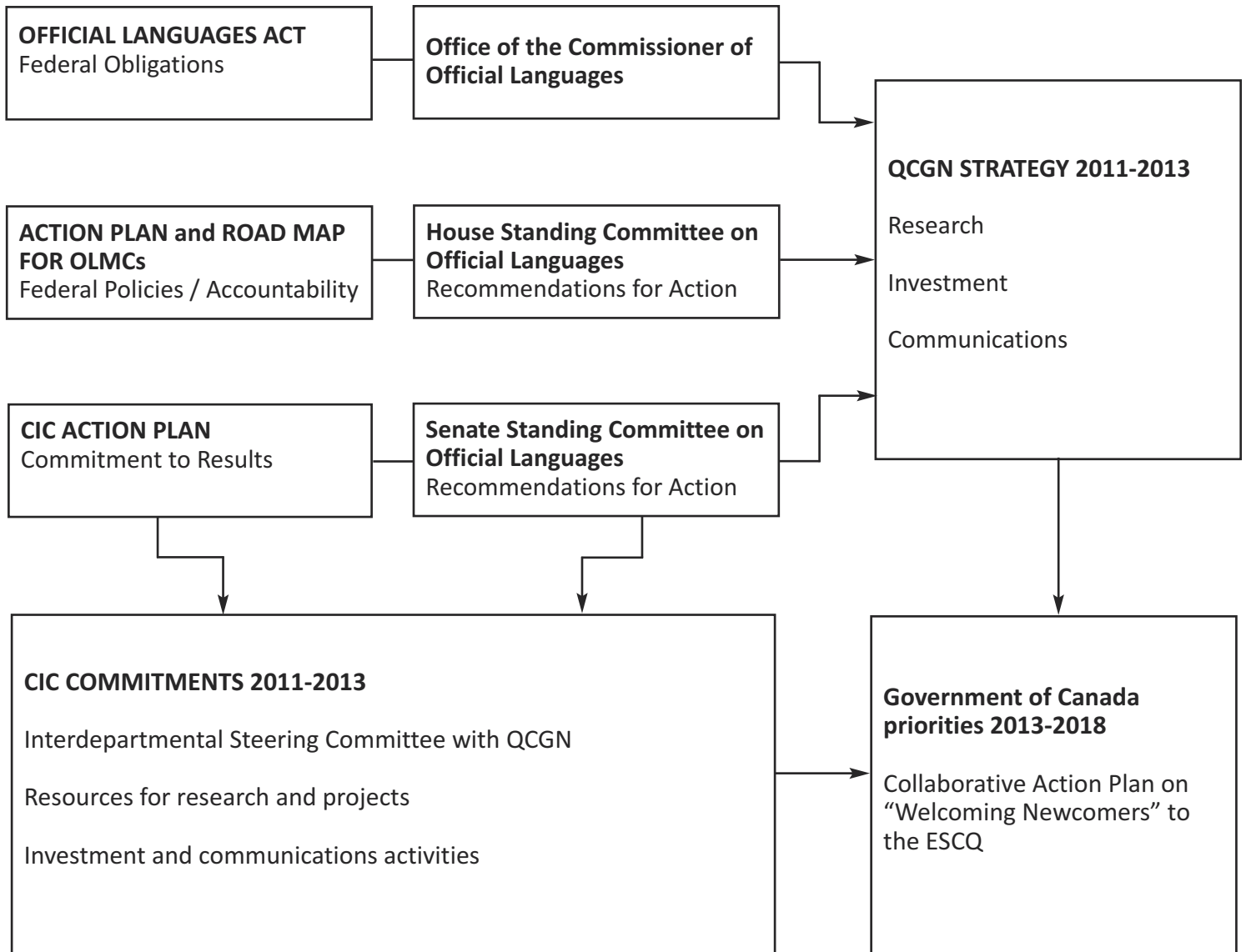
Given the very limited extent of federal government support on the question of renewal in the English-speaking communities of Quebec, representations need to be made to CIC to tailor policies and programs to best fit the needs of the English-speaking community. Similarly, representations should be made to other federal departments (in particular Human Resources and Skills Development Canada (HRSDC) and Canadian Heritage¹ (PCH)) for interdepartmental contributions that could enable the non-immigration aspects of the research and positioning to be developed. The result of this work could be an interdepartmental working group between federal departments and the QCGN to develop an investment strategy in the English-speaking community around the issue of newcomers.

Communication

A communication strategy needs to be developed and implemented in order to raise awareness and improve understanding of the need to renew the regional English-speaking communities of Quebec. This communications strategy will have to have different components for targeted audiences, that is to say the federal, provincial and regional levels of government, majority French-language immigration networks and agencies, and for the English-speaking communities themselves.

¹ These departments are mentioned specifically because: HRSDC's mission is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life. Canadian Heritage through the Official Languages support branch must support the Minister of Canadian Heritage in implementing Part VII of the Official Languages Act which targets enhancing the development of official-language minority communities and promoting both official languages in Canadian society. Through its programs and policies, the Branch (OLPSB) supports groups, provinces and territories and encourages all federal institutions to do the same.

THE ROAD AHEAD PREPARED BASED ON WORKSHOP DISCUSSIONS:



This project allowed for a collection of research and reflection on the subject matter of renewal and the English-speaking community. Below are summaries of these important pieces.

Managing Diversity – Jack Jedwab, Association for Canadian Studies

Given the political sensitivity of the immigration issue as it relates to attracting non-Francophones to Quebec, Jedwab suggests that the regions would be a “safer zone” to initiate dialogue, collaboration and activities on the question of immigration in comparison to the Montreal metro region where there would be negative reaction and where work would be difficult to coordinate.

Jedwab notes that even though the official question related to immigration in Quebec is the ability to speak French, unofficially the preference is for those with economic assets over the French language alone.

When it comes to the question of immigration, visible minorities are the big issue in Montreal, which is not the case in the regions.

He suggests that the English-speaking communities of Quebec should continue to portray themselves as allies rather than a threat in the development of Quebec society. The English-speaking communities should make sure that their efforts do not work against general Quebec policies/programs (in order to avoid conflict and to gain legitimacy.)

He also remarked that any strategies employed by the English-speaking communities should work on attracting and retaining Newcomers in collaboration with existing settlement agencies, immigration networks and employers.

Jedwab raises the issue of temporary (guest) and transient (project engineers) workers and suggested that these were still open questions. As for international students – where do they fit into the newcomer equation?

Recruitment, Intake and Integration: What does the future hold for immigration to official language minority communities? A summary presentation by the Quebec Community Groups Network

After presenting a summary of the report, QCGN’s Director of Community Support and Network Development, Michelle Dupuis, addressed the issue of targets for immigration to the English-speaking communities, noting that one had been established for the Francophone Minority Community (FMC). She noted that even though the FMC target of seven per cent of Francophone immigrant intake to Canada was modest, it still had not been achieved after seven years.

Dupuis also addressed the question of targeted programming, such as the Destination Canada and international student programs, and whether this was an appropriate approach for the English-speaking communities. She followed by presenting a number of potential approaches that might be the focus of future efforts to welcome newcomers to the English-speaking communities of Quebec:

- The integration aspects for spouses and families (which receive no government support yet this is important for companies who want to retain employees)
- The concept of economic development through integration

Dupuis continued by examining the notion of recruiting newcomers versus (just) assisting with the settlement and integration of “arrivals”, and whether or not newcomers could be attracted to the regions. Particular considerations would be the:

- “Regionalization” of Anglophones (i.e. attracting those currently in Montreal to move to the regions)
- Provincial programs versus regional/local efforts

Dupuis noted that English-speaking groups are offering settlement services, and the English-speaking communities are disadvantaged by multiple jurisdictions at the regional (Conseil régional des élus (CRÉs), Regional County Municipalities (MRCs) and local (municipalities) levels.

Dupuis also addressed the conflict between integration into the broader Quebec society versus inclusion in the English-speaking communities. She noted that sometimes English newcomers are viewed as a threat to the Francophone majority. That is less the case with immigrants who speak other languages (i.e. Chinese, Spanish). She said it will be important to show services meet Quebec policy objectives for retention, integration, jobs, etc., and that the English-speaking communities must be prepared to be able to pitch these ideas to Quebec ministries and agencies.

From research into action: using VEQ Newcomers’ Study to increase services in our community – prepared by Jean-Sébastien Jolin Gignac, Executive Director of the Voice of English-speaking Quebec.

Jolin Gignac gave an overview of newcomers arriving in the Quebec City region and presented the findings of a survey that had been carried out by Voice of English-speaking Quebec (VEQ) in 2009, as well as some of the recommendations resulting from the research.

Every five years 25 per cent of the Quebec City region’s English-speaking population is renewed by newcomers. There is a crucial lack of bilingual resources in Quebec City that limits the region’s economic strength, hence attracting English-speakers is seen as a way to both renew the community and help the region’s economic development efforts.

VEQ offers a number of newcomer services including personalized information sessions with the Newcomers’ coordinator, information referral, packages, directories and workshops to help newcomer settlements and a job bank.

In 2008-2009, VEQ carried out a survey of 200 immigrants and migrants to better assess the demographics and reasons for the arrival of newcomers in the region. Major findings were that most of the newcomers were migrants from other Canadian provinces, young, came with their families, were well educated and improved their French as a second language while residing in Quebec City.

Concluding that English-speaking newcomers represented exactly what the Quebec City region is missing in terms of renewal and contribution to economic development, VEQ has proposed a number of recommendations to further enhance the welcoming of Newcomers :

- Develop twinning projects for English-speaking newcomers and Francophone residents;
- Organize pairing projects between newcomers and English-speaking residents who have successfully integrated;
- Organize a wide variety of social activities in English;
- Increase resources for organizations offering employability services to newcomers; and
- Offer more services to employers recruiting newcomers such as information sessions for employees and their families.

The survey results were followed by a collaborative project between numerous English-speaking community organizations and institutions and the City of Quebec entitled “The Promotion of Bilingualism and Newcomers Integration Project 2010.” The objectives of the project are to promote bilingualism, develop new services that directly respond to the needs of newcomers before and after their arrival to ease the adaptation and integration process, and to develop new services that respond to the needs of employers who recruit newcomers.

Project activities include:

- Twinning program between Anglophones and Francophones;
- Cultural and social bilingual activities;
- Monthly follow up with newcomers;
- Information sessions for new English-speaking employees and their families, implemented within companies; and
- Monthly e-bulletin for newcomers.

Jolin Gignac noted that it was important for English-speaking communities to carry out marketing efforts so that employers and local institutions are aware of the services offered.

Immigration, settlement and integration into the English-speaking communities – Trends & Issues – presented by Karen Urtnowski, researcher on the team that produced the report

Urtnowski presented a summary of research carried out by a multi-disciplinary team on questions surrounding integration and settlement – the fact that it takes years, sometimes generations, for a person or family to become “settled”.

She reviewed the major players involved in immigrant settlement in Quebec – the provincial Ministère de l’Immigration et des Communautés Culturelles (MICC) and the 100 or so agencies and their networks that receive immigrants each year. She noted that most

of these organizations function in French even though Quebec receives \$218 million in funding from the federal government under the Canada-Quebec Agreement, with \$16 million going to the community sector.

Urtnowski noted that community organizations need to function in French in order to receive funding and therefore be connected to the immigration networks. She said English-speaking groups need more visibility and funding to achieve legitimacy. She noted that Montreal's Centre for Community Organizations (COCO) is currently conducting a study of English-language community groups (in all sectors) and had so far found 559 in Montreal and adjacent regions. Urtnowski concluded that English community groups are more diverse in their services and programs, work in many sectors, are little known, not known or not recognized by the Quebec government, carry out little self-promotion, work with less government funding, are less connected to formal networks and that communications between groups and the Government of Quebec is a challenge.

She further noted that the role of friends and family in English-speaking community settlement is very important, as are other groups such as churches and neighbourhood groups.

She looked at the English-speaking communities acting as a bridge or "gateway" to Quebec, and posed the question "Who benefits?" from integration into the English-speaking communities: The immigrant; Quebec society as a whole; or the English-speaking communities even if it "boosts their vitality however briefly". Urtnowski concluded by noting that there needs to be a debate about whether the role is for the English-speaking community to integrate immigrants into the broader Quebec society, or to try and enhance its own vitality.

Challenges and opportunities for the English-speaking community of Quebec – a provincial perspective – prepared for the Quebec Community Groups Network

The current Canada-Quebec Accord Relating to Immigration and Temporary Admission of Aliens is 20 years old. This accord most notably transferred responsibilities related to welcoming and integrating immigrants who wish to establish themselves in Quebec to the provincial government. The Ministère de l'Immigration et des Communautés Culturelles (MICC) has the responsibility of elaborating programs and offering new arrivals welcoming services, settlement services and social, linguistic and economic integration.

All the programs and services for new arrivals are offered in French. This is the basis of the 1991 accord which aims to give Quebec the means to ensure the continuation of its culture and language in Canada and North America.

In this context, it is clear that members of Quebec's English-speaking community might feel excluded from the integration process of new arrivals. The sharing of responsibilities between federal and provincial governments, as well as other accords between the two levels of government - most notably the one concerning labour market services, translate into the fact that the majority of services being offered to the population must be obtained through the ministries and organizations of the government of Quebec.

The English-speaking communities, in the upcoming years, should target the two following objectives:

- Ensure that they are receiving access to all services which are accorded to them
- Participate in the social and economic development of Quebec

Individually or collectively via associations and organizations that represent them, the English-speaking community of Quebec should establish solid and effective partnerships with the ministries and organizations of the government of Quebec.

The sectors in which members of the English-speaking community can intervene are numerous and varied:

- Employment for young Anglophones belonging to a visible minority and young Anglophones who live in regions outside Montreal and who wish to remain in their regions to pursue their careers;
- Seniors;
- Assistance to English-speakers living in Montreal who wish to move to the regions;
- Welcoming and assistance to the settlement of English-speakers who migrate from other provinces in Canada and who come to reside in Quebec; and
- The development of arts and culture.

It is mostly about establishing links and engaging actively on different regional tables that currently exist, for example the Conseil régional des élus, the Conseil régional des partenaires du marché du travail, etc.

This participation will allow for the development of effective and long lasting partnerships. Subsequently, concrete actions and projects will emerge more easily from these partnerships. These are the decision-making bodies for the development of each of the regions of Quebec and it is up to the members of the English-speaking community to take their rightful place.

Highlights of the research concerning the contribution of English-speaking communities to the capital of attraction and retention of immigrants in four regions of Quebec – produced by Prof. Michèle Vatz Laaroussi, University of Sherbrooke

This project analyzes the role and the potential of English speaking communities - Quebec City, the Eastern Townships, Chaudières-Appalaches and the Gaspé - and three dimensions of attraction and retention. Can these English-speaking communities contribute to the socio-economic capital as formation and promotion opportunity for immigrants? Do they offer opportunities for governance and partnership to attract, integrate and retain immigrants? Are their local structures able to deal with these challenges? Are they a part of the partnerships delivering services and how could they invest this potential on a local and regional level?

English-speaking communities exist in modest numbers and are facing declining populations in all four of the regions studied. While historically rooted in their regions, the four communities are faced with an outmigration of their youth and aging of the remaining population. This is particularly true in the Eastern Townships, Quebec City and the Gaspé. It is also important to note that these communities face high levels of unemployment and poverty and have a large proportion of unemployed youth and poor families especially in Quebec City, the Townships and the Gaspé.

These are linguistic minorities and they acknowledge that fact. They must find factors of resilience and put in place mechanisms and conditions to ensure their renewal. In order to achieve this they can use their community dynamism, tap into province extensive Anglophone networks, but they can also benefit from the contribution that immigrants could make to the regions. On the one hand, immigrants could benefit from initial services in English, and hence reinforce service structures. On the other hand, they could participate professionally in some of the structures that require human resources to continue operating, such as health and social services institutions which require professionals to provide services to the English-speaking community.

A portrait of immigrants who arrive in these regions shows that between 30 and 45 per cent of new arrivals could benefit from services provided by the English-speaking community, and they could also participate in the socio-economic development of the community. The majority of these immigrants are admitted as refugees and are mainly directed to the cities of Quebec and Sherbrooke. Given their situation, and their migration journey, refugees have specific needs in terms of social services. They tend to be Allophones and learning French will be difficult for them. There is thus a long period during which their access to service is limited due to a lack of knowledge of French. Although interpreter services are offered to them, supply rarely meets the demands and interpreters cannot be effective in the panoply of languages spoken by all new arrivals. The refugee population also has a specific need to create comforting and secure networks. Their lack of knowledge of French limits their access to Francophone networks during their first few months.

In another category, all four regions receive independent immigrants arriving from English-speaking countries such as the United States, the United Kingdom or from other countries that have an affinity to English such as China or India. Their numbers are small, but they are there nonetheless.

Meetings with key stakeholders in the English-speaking community in the four regions demonstrated the importance of community leadership around questions of immigration and bridge-building between Anglophone and Francophone communities. These bridges and partnerships are presented everywhere as the key to continue to develop the attraction and retention capital of immigrants to the region. This has also been demonstrated by the Newcomers project underway in Quebec City which could be reproduced in the Townships.

It must be noted that the infrastructure of the English-speaking community in both these regions has allowed for this type of collaboration and for the recognition of the English-speaking community in the process of integration and retention of immigrants. In more rural regions, such as Chaudière-Appalaches and Gaspésie, there are fewer structures in place, less leadership on this issue and a lack of existing partnerships. In this sense, English-speaking communities in these areas are less recognized by regional immigration tables and are not seen as being able to contribute to the capital of attraction and retention in the region.

Given the scope of work ahead, there is a need to secure additional resources beyond those provided on a short-term project basis by Citizenship and Immigration Canada and Canadian Heritage. The QCGN as well as its members and community stakeholders must look for longer term funding, i.e. five-year projects as well as funding from other sources including the provincial government, regional municipalities and regional government bodies, industrial development agencies, institutions and even private enterprises that are seeking to maintain their numbers and find qualified workers .

The best way to move forward with the Quebec government, as well as provincial immigration networks and agencies, is to promote dialogue. The English-speaking communities must position themselves carefully vis-à-vis provincial immigration and language policies and create regional allies through the municipalities, the Conseil régional des élus (CRÉ), universities, hospitals, major businesses and municipalities. Research on Quebec policies must be done to better understand the political landscape and determine who regional and institutional allies might be. It is always beneficial to find a regional “champion” like Quebec City Mayor Régis Labeaume, who has been an important partner in the creation of a Newcomer program by the Voice of English-speaking Quebec (VEQ).

Community organizations – not just the QCGN - must play an integral role in these efforts. Organizations and their boards need to develop presentations on renewal and newcomer programs so that volunteers can take ownership and make the necessary representations locally, regionally and in Quebec City and Ottawa.

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