

TOGETHER, WE ARE QUÉBEC



IMMIGRATION, PARTICIPATION, AND INCLUSION
ACTION STRATEGY

Immigration, Participation, and Inclusion Action Strategy

2016-2021



immigration participation inclusion

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WE ARE QUÉBEC

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2016–2021

This document was produced by the Ministère de l'Immigration, de la Diversité et de l'Inclusion, with the cooperation of government departments and agencies.

Readers can also consult the Québec Policy on Immigration, Participation and Inclusion *Together, We Are Québec*.

The French version is available under the title *Ensemble, nous sommes le Québec – Stratégie d'action en matière d'immigration, de participation et d'inclusion 2016-2021*.

This document is available online at: www.midi.gouv.qc.ca.

This strategy was developed in keeping with the principles of gender-based analysis, sustainable development, and the occupancy and vitality of territories.

The Ministère de l'Immigration, de la Diversité et de l'Inclusion is concerned about protecting the environment and uses paper made from recycled fibre for its print documents. Readers are invited to download an electronic version of this publication.

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“This century’s challenge will be to juxtapose this strong identity with diversity that is not only increasing, but also necessary. A strong, distinct Québec identity that is shared by all Quebecers of all origins, in all regions—this is our objective and our future.”

Philippe Couillard

A Message from the Premier

The Québec of today and tomorrow must continue to rely on investment, entrepreneurship, and the creation of wealth to ensure its prosperity. We must, among other things, fully benefit from the driving force that immigration and ethnocultural diversity represent.

We therefore need to implement a state-of-the-art immigration system capable of ensuring an optimal alignment between Québec's needs and immigrant profiles. This will make sure that the people we welcome are able to use their skills to contribute to our society's development.

Québec is counting on its entire population to help forge an egalitarian, inclusive, francophone society that encourages all Quebecers' full and active participation. Society, including its public and private institutions, must unreservedly take the population's growing diversity into consideration.

Today more than ever, the time has come for openness and trust. A vision of inclusion that promotes the rights and freedoms of people of all origins is imperative because our society looks to diverse talents to shape its future,

stimulate its economy, and promote Québec's distinct identity and common language, which are unique in North America.

By adopting this new policy *Together, we are Québec*, the government has set forth a clear and structured vision for immigration, participation, and inclusion. To make this vision a reality, we must implement effective initiatives that have observable and measurable results. This action strategy details the ways Québec will strengthen the link between immigration and prosperity and pursue its goal of inclusion.

Let's continue to work together to build a fairer, greener, and more prosperous Québec.



Philippe Couillard
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Various consultations were held in order to prepare an action strategy that embodied the vision set out in the Québec policy on Immigration, Participation, and Inclusion *Together, We Are Québec*.

The Committee on Citizen Relations held a public consultation called *Towards a New Québec Policy on Immigration, Diversity, and Inclusion* from December 2014 to February 2015, as well as an invitation-only special consultation. A total of 49 people and organizations were heard at public hearings and 60 briefs were tabled. Nearly 200 questionnaires and comments were submitted online.

This action strategy is the responsibility of the Ministère de l'Immigration, de la Diversité et de l'Inclusion and the product of the concerted efforts of 25 Québec departments and agencies:

- Commission des droits de la personne et des droits de la jeunesse
- Commission des partenaires du marché du travail
- Directeur des poursuites criminelles et pénales
- Institut de la statistique du Québec
- Ministère de l'Économie, de l'Innovation et des Exportations
- Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche
- Ministère de la Culture et des Communications
- Ministère de la Famille
- Ministère de la Justice
- Ministère de la Santé et des Services sociaux
- Ministère de la Sécurité publique
- Ministère des Affaires municipales et de l'Occupation du territoire
- Ministère des Finances
- Ministère des Relations internationales et de la Francophonie
- Ministère du Travail, de l'Emploi et de la Solidarité sociale

- Office des professions du Québec
- Régie des rentes du Québec
- Secrétariat à la condition féminine
- Secrétariat à la jeunesse
- Secrétariat à la politique linguistique
- Secrétariat à la région métropolitaine
- Secrétariat aux affaires autochtones
- Secrétariat aux emplois supérieurs
- Secrétariat du Conseil du trésor
- Société d'habitation du Québec

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Introduction

For 25 years, Québec has used the *Let's Build Québec Together* policy as the foundation for its initiatives in immigration, francization, and integration. Certain observations and priorities still apply, but other issues have changed considerably while others persist, such as:

- An increasingly competitive global environment for attracting strategic talent, due to the ongoing or anticipated decline in the working-age population in numerous OECD (Organisation for Economic Co-operation and Development) countries
- The fact that the current immigration system is out of step with Québec's changing needs, limiting immigrants' contribution to economic development
- The need to reap the benefits from the migratory movements of temporary workers and international students
- Persistent barriers that undermine immigrants' and ethnocultural minorities' ability to act, compromising Québec's vitality and prosperity
- The dramatic changes in the way information is shared and public services are designed due to information technology, and the need to make the most of digital technology to simplify, facilitate, and speed up the immigration process for people abroad by giving them the tools they need to act
- A diversification of the migratory movement, causing concerns among the population about ethnocultural, and especially religious, differences

For all these reasons, the Government of Québec is introducing the Québec Policy on Immigration, Participation, and Inclusion *Together, We Are Québec*, which sets out a collective, forward-looking vision for Québec that allows it to leverage the strategic benefits of diversity and permanent and temporary immigration in order to build prosperity and ensure the vitality of the French language, in all spheres of society:

Québec, an inclusive francophone society that seeks greater prosperity through immigration and the full and active participation of immigrants and ethnocultural minorities

To make this vision a reality, the Policy is accompanied by a five-year action strategy (2016-2021) that all government and community stakeholders are expected to follow.

The strategy proposes core measures as well as means of action to respond to those concerns in a coordinated and productive manner. It is consistent with other government policies and programs designed to boost prosperity, and its objectives have been developed to complement and promote the steps already taken by the government and its partners. Greater inclusion of immigrants and ethnocultural minorities in the workforce will improve our response to sectoral and regional labour needs, and businesses will be able to count even more on the contribution of people of all origins.

Recognizing the role of immigration, the Québec 2015–2016 economic plan unveiled in March 2015 earmarked \$42.5 million over five years to help immigrants and ethnocultural minorities contribute more effectively to Québec's development. In addition to this initiative, Québec's economic plan ensures a better alignment between training and jobs.

An in-depth review of the *Act respecting immigration to Québec (CQLR, chapter I-0.2)* will grant the authority required to introduce a new immigration system and implement the policy.

The strategy touches on most spheres of society and, as a result, on government policies and programs, including the government policy for gender equality *Pour que l'égalité de droit devienne une égalité de fait*; the strategy to ensure the occupancy and vitality of territories 2011–2016 *Nos territoires : y habiter et en vivre*; Québec's international policy *La force de l'action concertée*; Québec's youth policy; Québec's cultural policy *Notre culture, notre avenir*; the national strategy to combat poverty and social exclusion; the government adult and continuing education policy; and the government 2015–2018 anti-radicalization action plan *La radicalisation au Québec : agir, prévenir, détecter et vivre ensemble*.

The action strategy also includes a compilation of statistics containing large amounts of data on immigration, Québec's diversity and immigrant participation. It is an important reference for understanding current issues.

The glossary that accompanies this action strategy contains definitions and clarifications of the main terms used. This publication and the compilation of statistics are both available on the Ministère de l'Immigration, de la Diversité et de l'Inclusion website.

Action Strategy

CHALLENGE 1 A Québec that values immigration's contributions to its prosperity and to the vitality of the French language

OBJECTIVE 1.1 Harnessing the strategic benefits of permanent and temporary immigration	Measure 1.1.1	Implement a competitive immigration system to ensure immigrant profiles are aligned with Québec's needs
	Measure 1.1.2	Resolve skills recognition issues so immigrants can quickly and successfully contribute to economic growth
	Measure 1.1.3	Reaffirm Québec's deep commitment to the principle of family reunification and its willingness to take part in the international community's reception of refugees and respond to other humanitarian situations
OBJECTIVE 1.2 Making it possible for immigrants to quickly and effectively complete the immigration process	Measure 1.2.1	Offer an even-handed and concerted range of services tailored to immigrants' profiles and needs in order to expedite and facilitate the integration process
	Measure 1.2.2	Expand professional francization services so that immigrants can acquire the French skills necessary to find jobs that meet their qualifications

CHALLENGE 2 An inclusive society committed to fostering full and active participation

OBJECTIVE 2.1 Strengthening trust and solidarity among people of all origins	Measure 2.1.1	Promote interculturalism to build an inclusive society that benefits from the participation of all and that values its diversity while affirming its distinct identity
	Measure 2.1.2	Reinforce education on human rights and freedoms as well as intercultural training to foster an understanding of democratic values and their fundamental nature
	Measure 2.1.3	Promote the role of French as a language of integration and social cohesion to ensure the vitality of Québec's common language
OBJECTIVE 2.2 Striving for substantive equality through cooperation with economic leaders, local community partners, and departments and agencies	Measure 2.2.1	Engage the business community so employers can benefit from the full potential of people of all origins
	Measure 2.2.2	Build more welcoming and inclusive communities through the implementation of a new partnership-based approach with municipalities and local community stakeholders
	Measure 2.2.3	Support initiatives to ensure that institutions fairly reflect Québec's ethnocultural diversity
	Measure 2.2.4	Ensure that public programs and services meet the needs of a diverse population



CHALLENGE 1

A QUÉBEC THAT VALUES IMMIGRATION'S CONTRIBUTIONS TO
ITS PROSPERITY AND TO THE VITALITY OF THE FRENCH LANGUAGE

immigration *participation* *inclusion*

A Québec that values immigration's contributions to its prosperity and to the vitality of the French language

In light of the aging population and labour shortages in certain economic sectors, immigration is a way to address job market needs, contribute to innovation and entrepreneurship, and provide a source of capital. Québec is also leveraging immigration as a tool to strengthen the vitality of French as the common language in an increasingly diverse society.

However, these contributions depend on the successful integration of immigrants. The underutilization of skills is a loss for the individual and for society as a whole.

In this competitive environment where more and more countries are vying for strategic talent, Québec seeks to play up its unique advantages to attract immigrants and foster their long-term settlement and full participation in society.

To achieve this, Québec must strive to align immigrant profiles with the economy's evolving needs, resolve skills recognition issues, reaffirm its commitment to the principle of family reunification and international solidarity, offer an even-handed and concerted range of services tailored to immigrants' profiles and needs, and expand professional francization services.

Objective 1.1

Harnessing the Strategic Benefits of Permanent and Temporary Immigration

Québec decided to leverage immigration's benefits to meet its economic needs because immigrants add to the working-age population, the demographic group that contributes the most to economic growth and improved living standards.

Selection of immigrants and declaration of interest

Québec has exclusive jurisdiction over the selection of its permanent workers and can determine the best approach based on societal choices and contextual analysis. The Government of Québec's goal is to develop an immigration system that can process applications quickly and efficiently. Australia, New Zealand, and Canada have already implemented systems based on the principle of declaration of interest.

Economic and regional partners will be stakeholders in this new selection system in order to better align training and employment (for a more detailed explanation of the strategy to better align training and employment, see Box 6).

Transitioning from temporary to permanent resident status

Québec's international students are often prime targets for permanent settlement because they are globally minded, are often young, and may hold a Québec degree that is easily recognized by employers. It is worth mentioning, however, that ethnocultural minorities may encounter barriers accessing the job market, despite possessing a Québec degree. In light of Québec's commitments to international cooperation, it makes sense that these young people are encouraged to obtain permanent residency.

It is also the government's goal to retain temporary foreign workers for the long term, since they have already integrated the job market and society.

Box 1

A dynamic and effective economic immigration selection system

To make the immigration system more effective, the Government of Québec will develop a new application management model based on declaration of interest. The system will allow Québec to:

- Compile a bank of candidates with varied profiles and regularly invite those who best meet Québec's needs, according to predetermined criteria
- Control application input, since only candidates with specific profiles will be able to submit an official selection application
- Integrate government, economic, and regional partners into the process of defining labour market needs
- Significantly shorten application decision wait times by inviting candidates based on application processing capacity and admission objectives set out in the immigration plan
- Introduce a flexible system that can modify the criteria, invitation frequency, and number of candidates invited as needed
- Choose more candidates with employability profiles that will contribute to Québec's prosperity and to the vitality of the French language
- Be more competitive internationally in attracting the most skilled immigrants

Box 2

New approach to seeking and attracting immigrants

Rather than focusing on predefined priority territories, actions aimed at seeking and attracting candidates and potential candidates will now focus on their work profiles. Individuals trained in the job sectors that are in highest demand in Québec's labour market will be targeted first.

New methods of attracting top talent will have to be developed in this approach. Two solutions are envisaged: using technology to reach people more efficiently and creating strategic partnerships in Québec and abroad—with professional orders, industry committees, and ethnocultural minority community organizations in particular.

Although recruitment and promotion activities are primarily aimed at skilled workers, specific measures will be implemented to promote immigration programs designed for businesspeople. Efforts will continue to encourage people with temporary status to settle in Québec permanently.

Recognition of skills

The recognition of skills is the first step to providing immigrants trained abroad with access to jobs commensurate with their skills. Yet this is one of the biggest obstacles immigrants face in their labour market integration process.

This challenge calls for the implementation of a concerted strategy with tangible, sustainable results that involves all labour market stakeholders, starting with employers and including the education system and regulated trade and professional regulatory bodies (see Box 4).

Family reunification and humanitarian immigration

Family immigration has a positive impact on attracting immigrants and on the long-term settlement of immigrant families in Québec. Moreover, family members and refugees contribute to the economy, as many of them enter the workforce.

For sponsored individuals to participate fully in society, in French, they must receive all the information they need as soon as the sponsor's commitment is approved. Québec must therefore ensure that all guarantors and sponsored individuals are clearly aware of what they have committed to and that they abide by their commitments.

The difficulties experienced by refugees and others in similar situations require a commitment by the government and by civil society in order to respond effectively to humanitarian emergencies. Whether this involves special welcome programs set up by the Government of Québec and its partners, or the mobilization of civil society groups, it is important to ensure rapid response to be able to fully carry out Québec's commitment to international solidarity.

Box 3

Immigration's contributions to economic development and a more dynamic and innovative entrepreneurial base

Business immigrants generate significant economic spinoffs for Québec. For instance, between 2000 and 2014, immigrant investors generated \$671.9 million in investment revenue, providing support for development projects managed by small and medium-sized Québec businesses. Since its launch in 2005, the *Programme d'aide à l'intégration des immigrants et des minorités visibles en emploi* [employment integration assistance program for immigrants and visible minorities] has received \$45.5 million in funding. Reforming the Investor Program will make it easier to select candidates whose profiles, presence, and significant capital contributions will help create international partnerships in key sectors in Québec.

In the Budget Speech delivered on June 4, 2014, the Government of Québec announced an overhaul of the Entrepreneur Program to encourage the immigration of talented and innovative entrepreneurs and thus contribute to Québec's regional vitality and economic development. The goal is to have a straightforward process, select the right people, and provide them with the guidance they need in conjunction with public partners—especially the Ministère de l'Économie, de l'Innovation et des Exportations—and private partners, thereby maximizing the business venture's potential for success. The program will include business guidance and support throughout all of Québec's regions.

Measure 1.1.1 Implement a competitive immigration system to ensure immigrant profiles are aligned with Québec's needs

Québec will improve its immigration system to attract top talent and gain a strong foothold in an increasingly competitive global environment. This measure aims to implement a new system that will allow Québec to process applications quickly and efficiently and better align immigrants' social and work profiles with evolving workforce needs. With this system, the Government of Québec will be able to extend a specific number of invitations, based on its policies and priorities, to candidates who are mostly likely to settle in Québec.

Modernizing the immigration system will primarily involve a new approach to finding and attracting candidates who meet Québec's economic needs, an objective that coincides with the need to attract French-speaking and francophile immigrants in order to maintain the vitality of the French language.

For economic immigration to contribute to Québec's prosperity, programs aimed at businesspeople must generate more results. These programs are aimed both at financiers chosen by Québec to invest significant capital to stimulate economic development and entrepreneurs who acquire permanent resident status by purchasing or creating a business they will actively manage, either alone or in a partnership. Through their presence and their investments, businesspeople have an opportunity to actively drive entrepreneurship. It is therefore important to ensure that their selection and the services offered to them encourage the success of their business ventures and their long-term settlement in Québec.

In implementing a competitive immigration system that ensures the best possible alignment between Québec's needs and immigrants' profiles, temporary immigrants who are already in Québec should be considered prime targets for permanent immigration. The new system is intended to prioritize these candidates on an ongoing basis. Another goal is to facilitate recognition of these individuals' French language skills by ensuring that the tests they are required to take for selection purposes are tailored to the French they learned during their temporary stay in Québec.

The new immigration system will also be an advantage for Québec's employers, who will benefit from a more streamlined foreign hiring process. Employers will have faster access to foreign labour through shorter processing times and a better alignment of immigrant profiles and Québec's needs; they will spend much less time and energy on the process. These improvements thus advance the objectives of the *Politique gouvernementale sur l'allègement réglementaire et administratif* [Government policy on regulatory and administrative streamlining].

MEANS OF ACTION FOR MEASURE 1.1.1	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Implement a flexible and effective permanent economic immigration system while optimizing selection procedures by:</p> <ul style="list-style-type: none"> – Creating a system based on declaration of interest that involves economic and regional stakeholders in the identification of immigration needs – Accepting online selection applications solely via a client portal – Focusing on the factors in the selection grid that have the biggest impact on immigrants’ ability to enter the labour market, such as training, employment, language skills, and age – Taking into account spouses’ profiles in the selection grid to paint a better picture of immigrants’ overall employability profiles 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère du Travail, de l’Emploi et de la Solidarité sociale (Commission des partenaires du marché du travail)</p>	<p>2017</p>
<p>B) Develop and implement a new integrated recruitment and attraction approach to make Québec and its regions choice locations for immigration candidates, meeting their needs by:</p> <ul style="list-style-type: none"> – Determining a work profile of candidates meeting medium-term workforce needs for each of Québec’s regions, to target them more effectively – Pinpointing the international sources of skilled workers who best meet Québec’s needs – Targeting recruitment activities at people with the desired profiles – Strategically monitoring Québec’s evolving job market needs to continuously adapt recruitment and attraction actions 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère du Travail, de l’Emploi et de la Solidarité sociale (Commission des partenaires du marché du travail); Ministère des Relations internationales et de la Francophonie</p>	<p>2017</p>

MEANS OF ACTION FOR MEASURE 1.1.1	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>C) Facilitate the transition from temporary to permanent resident status to encourage the long-term settlement of people whose immigration process is already well under way by:</p> <ul style="list-style-type: none"> – Giving priority to degree-holding international students and temporary foreign workers and streamlining their immigration process – Stepping up promotion efforts so that more temporary foreign workers and international students holding Québec degrees decide to stay in Québec long-term – Closely monitoring the short- and long-term retention rate of these individuals 	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche	2017
<p>D) Encourage the immigration of talented and innovative businesspeople who will contribute to Québec's economic development by creating or acquiring businesses, investing capital, and being in Québec by:</p> <ul style="list-style-type: none"> – Attracting, selecting, and promoting the long-term settlement of investor immigrants who are able to make significant contributions to Québec's economic vitality – Attracting and selecting talented and innovative entrepreneurs 	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de l'Économie, de l'Innovation et des Exportations; Investissement Québec	Immigrant entrepreneurs: 2016 Immigrant investors: 2017
<p>E) Adapt Québec's scale of French competency levels for adult immigrants and the language skills tests used to select immigrants in order to reflect Québec's sociocultural benchmarks and so that temporary workers and international students applying for permanent immigration can gain recognition for the French skills they have acquired in Québec</p>	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche; Ministère du Travail, de l'Emploi et de la Solidarité sociale	2018

Anticipated outcomes

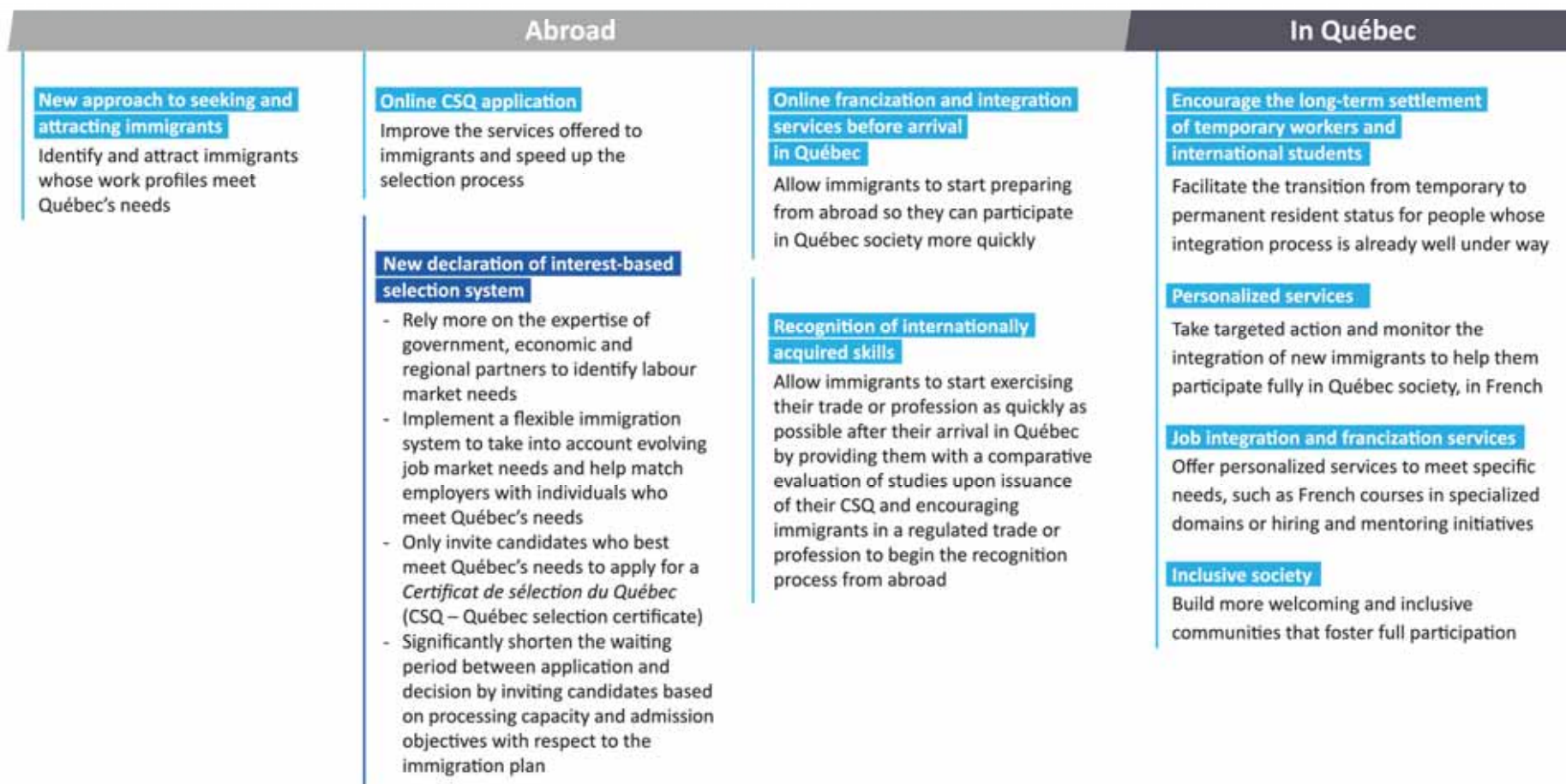
- Implementation of an immigration system based on declaration of interest
- Implementation of an integrated skilled worker recruitment and attraction strategy
- Better alignment between the evolving needs of Québec's job market and immigrants' social and professional profiles
- Long-term settlement of admitted immigrants
- Economic spinoffs from business immigration

Performance indicators

- Implementation of an immigration system based on declaration of interest
- Proportion of immigrants selected in the skilled worker subcategory with training and skill profiles in demand in Québec
- Proportion of adults in the skilled worker subcategory declaring knowledge of French upon admission
- Implementation of an integrated skilled worker and international student recruitment and attraction strategy
- Retention rate in Québec of immigrants admitted in the economic class (skilled workers and businesspeople)
- Spinoffs from investments made under the Investor Program
- Rollout of the new program for immigrant entrepreneurs

Process for immigrants in the skilled worker category in a Québec equipped with a new, dynamic and effective immigration system

OBJECTIVE: Attract and select immigrants who best meet Québec's needs and who will quickly be able to participate fully, in French, in Québec's development



Légend

- Improvements related to the Québec Policy on Immigration, Participation and Inclusion
- Improvement related to the amendment of *An Act Respecting Immigration to Québec*

Measure 1.1.2 Resolve skills recognition issues so immigrants can quickly and successfully contribute to economic growth

To streamline the skills recognition processes, this measure is aimed at expanding existing services and engaging all stakeholders (professional orders and other regulatory bodies, employers, educational institutions and government departments and agencies). The purpose of this measure is also to continue improving the skills recognition process for professional orders and other regulatory bodies and open up access to bridge training and internships. In addition, small and medium-sized employers need to be better equipped to assess skills acquired abroad.

Among other things, particular attention must be paid to the quality of the information conveyed to immigration candidates who are still abroad so they have a clear understanding of the steps they must follow to get a job that is commensurate with their skills. Immigrants must also be encouraged to start the process as early as possible, ideally from their home countries, to speed up their labour market integration. Many steps can be completed abroad; for instance, candidates may submit an application to a professional order or other regulatory body to obtain recognition of equivalence.

Immigration candidates may also request a comparative evaluation of studies completed outside Québec. This document may make it easier for employers to understand exactly what they have studied. To that end, the Ministère de l'Immigration, de la Diversité et de l'Inclusion plans to revamp its services to better support employers and provide more information on international degrees.

Box 4

Interdepartmental committee on the recognition of skills of internationally trained immigrants

In fall 2014, the *Comité interministériel sur la reconnaissance des compétences des personnes immigrantes formées à l'étranger* [interdepartmental committee on the recognition of skills of immigrants trained abroad] was formed, bringing together key government departments and organizations with a role in the skills recognition processes. The committee's mandate is to improve and speed up the skills recognition process for immigrants trained abroad by reinforcing government synergy and efficiency to facilitate immigrants' labour market integration.

An initial series of measures was adopted to achieve quick results.

Measures to better inform immigrants about the skills recognition process while they are still abroad

- Enhance the quality of the information sent to immigration candidates to ensure they are fully informed about skills recognition
- Create interactive information capsules aimed at people who would like to start the professional skills and knowledge recognition process and develop a best practices guide for those working on this process from abroad
- Design a knowledge self-assessment tool for nurses trained outside Canada and make it available on the *Recrutement Santé Québec* website

Measures to better recognize professional experience acquired abroad

- Run a pilot project in partnership with a professional order to help develop assessment materials inspired by the college network model to align skills recognition mechanisms
- Promote the adoption of skills benchmarks and assessment tools by professional orders to facilitate efficient recognition of candidates' experience (regulatory changes will create a framework for using these tools)

Measures to better support and guide immigrants through the skills recognition process

- Create a reference tool touching on various skills recognition processes for job assistance agents at local employment centres so they can better support and guide individuals who would like to start the process
- Draft a best practices guide to support and guide immigrants who would like to start the skills and knowledge recognition process, and develop online training courses for advisors at centres of expertise on skills and knowledge recognition

Measure to speed up the process for obtaining a certificate of qualification in regulated trades

- Implement a process to assess the qualification factors in the electrical apprenticeship program, in conjunction with the skills recognition process, for immigrants who have acquired experience abroad in the field

MEANS OF ACTION FOR MEASURE 1.1.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
A) Ensure the online availability of information, the use of social media, and partnerships with skills recognition partners to adequately support both immigrants trained abroad and employers	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche; Ministère du Travail, de l'Emploi et de la Solidarité sociale (Commission des partenaires du marché du travail); Ministère de la Santé et des Services sociaux; Office des professions du Québec; Ministère des Relations internationales et de la Francophonie; Office québécois de la langue française	2017
B) Provide support to educational institutions to facilitate immigrants' skills and knowledge recognition process	Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche	Ministère de l'Immigration, de la Diversité et de l'Inclusion	2018
C) Continue to strengthen the skills recognition approaches adopted by professional orders and other regulatory bodies using skills benchmarks and recommended bridge training	Office des professions du Québec	Ministère de l'Immigration, de la Diversité et de l'Inclusion; Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche; Ministère du Travail, de l'Emploi et de la Solidarité sociale (Commission des partenaires du marché du travail)	2017
D) Investigate the possibility of concluding new international agreements on the recognition of professionals credentials	Ministère des Relations internationales et de la Francophonie	Ministère de l'Immigration, de la Diversité et de l'Inclusion	2018

MEANS OF ACTION FOR MEASURE 1.1.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
E) Issue the comparative evaluation of studies completed outside Québec at the same time as the Québec selection certificate to people in the skilled worker subcategory	Ministère de l'Immigration, de la Diversité et de l'Inclusion		2017
F) Encourage the sharing of best practices in skills recognition and promote the pooling of resources	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2017
G) Facilitate recognition of the skills of immigrants who plan to carry out a profession in the health and social services sector via a pilot project to develop an integrated process for training and integrating the labour market in Québec's regions	Ministère de la Santé et des Services sociaux	Departments and agencies	2018

Anticipated outcomes

- Online availability of a portal of targeted information on skills recognition
- Better support in recognizing immigrants' skills and knowledge for educational institutions
- Increase in the number of professional orders that use one or more skills benchmarks to assess the candidacies of immigrants trained abroad
- Simultaneous issuance of the comparative evaluation of studies completed outside Québec and the Québec selection certificate
- Improved synergy fostering the sharing of best practices and pooling of resources
- Easier recognition of the skills of immigrants who plan to carry out a profession in the health and social services sector

Performance indicators

- Online availability of a portal of targeted information on skills recognition
- Number of tools and measures improved or newly created to support educational institutions in recognizing immigrants' skills and knowledge
- Percentage of professional orders using one or more skills benchmarks
- Simultaneous issuance of the comparative evaluation of studies completed outside Québec and the Québec selection certificate
- Total number of projects sharing best practices in skills recognition
- Implementation of a pilot project to develop an integrated process for training and integrating the labour market in Québec's regions for immigrants who plan to carry out a profession in the health and social services sector

Measure 1.1.3 Reaffirm Québec's deep commitment to the principle of family reunification and its willingness to take part in the international community's reception of refugees and respond to other humanitarian situations

For each year over the past five years, between 10,000 and 12,000 immigrants have been able to join their family members in Québec. Under the Canada-Quebec Accord Relating to Immigration and Temporary Admission of Aliens, Québec has sole responsibility for family immigration commitments. It sets the terms of these commitments from both a financial and integration perspective and provides for monitoring mechanisms.

To safeguard the rights of sponsored immigrants and protect women and others in vulnerable situations, this measure seeks, among other things, to define the scope of sponsor commitments and improve services offered to Quebecers who would like to sponsor a non-permanent resident family member, whether a spouse, child, parent, or grandparent.

Québec fully subscribes to the principle of international solidarity and to the objectives of human rights conventions. As evidence of this commitment, Québec admitted over 4,200 refugees and immigrants in similar situations every year between 2010 and 2014.

In recent years, a series of humanitarian crises (the earthquake in Haiti, typhoon in the Philippines, and conflict in Syria) prompted Québec to adopt special measures to assist people affected by crisis, in keeping with its commitment to international solidarity. The Government of Québec plans to develop a mechanism for better coordination to be able to respond effectively to international humanitarian emergencies.

When humanitarian crises do occur, the Government of Québec will also put more emphasis on demonstrations of solidarity from civil society. The collective sponsorship of refugees is one such concrete action. Under the collective sponsorship program, sponsors (or guarantors) can be a group of two to five people, a non-profit organization, or a group comprising an individual who resides in Québec and a non-profit organization.

MEANS OF ACTION FOR MEASURE 1.1.3	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Ensure that both guarantors and the people they sponsor under the family reunification program have a solid understanding of the process, their responsibilities, and the scope of their commitment from both a financial and integration perspective by:</p> <ul style="list-style-type: none"> – Updating methods to promote and disseminate information on the program – Revising documents intended for guarantors and sponsored individuals 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère de la Justice; Ministère du Travail, de l’Emploi et de la Solidarité sociale; Revenu Québec</p>	<p>2016</p>
<p>B) Facilitate collective sponsorship during humanitarian crises, especially by groups of two to five people</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>		<p>2016</p>
<p>C) Put in place a mechanism for coordination, evaluation, and analysis that will quickly and efficiently assess the need to act in a humanitarian crisis and deliver a coordinated, organized response with stakeholders from government—federal immigration authorities in particular—and civil society</p>	<p>Ministère des Relations internationales et de la Francophonie</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion; departments and agencies</p>	<p>2017</p>

Anticipated outcomes

- More accessible, simpler information aimed at guarantors and people being sponsored under the family reunification program
- Revision of family and collective sponsorship application documents
- Understanding by guarantors and people sponsored in the family reunification category of the process, their responsibilities, and the scope of the sponsorship, both from a financial perspective and with respect to the integration of the sponsored individual
- A better understanding by the population of the collective sponsorship option by groups of two to five people in humanitarian crises
- Improved tools as may be required for collective sponsorship by groups of two to five people in humanitarian crises
- Creation of a coordination mechanism for the evaluation and analysis of humanitarian crises and international emergencies

Performance indicators

- Changes to online information and tools aimed at guarantors and people sponsored under the family reunification program
- Level of comprehension by sponsored immigrants and guarantors who used online tools and information of their commitments under the family reunification program
- Level of understanding of the collective sponsorship option
- Increase in the number of collective sponsorships by groups of two to five people
- Creation of a response coordination mechanism for humanitarian crisis

Objective 1.2

Making It Possible for Immigrants to Quickly and Effectively Complete the Immigration Process

The public's rising expectations for new technologies and the quest for fast, flexible access to services, along with advances in mobile technologies and the advent of big data all mean that government agencies and their partners must modernize the services they offer.

This affects immigrant services, which must be easy to access, effective, and tailored to immigrants' needs. Using technology to start preparing from abroad is especially important in making the immigration process a success and avoiding delays that hamper labour market integration and full societal participation in Québec. Technology can also be used to target resources to support people with greater needs. The range of services will be adapted to the profiles and needs of immigrants and will be designed to allow them to acquire the knowledge they need to fully and actively participate in society.

In the coming years it will also be important to renew efforts to improve the reception of people who have been accepted for their own protection or on humanitarian grounds, and who frequently have greater or specific needs. Efforts will be made to optimize the services offered to these individuals, while striving for continuity and complementarity of service.

Without French proficiency, immigrants cannot quickly find and maintain jobs. Inadequate mastery of French affects individuals' ability to obtain jobs commensurate with their skills acquired abroad and contributes to underemployment and over-qualification, which have high costs for the economy. Lack of proficiency in French can also be a barrier to further studies, participation in society, and engagement in the community.

The government's francization services are designed to help immigrants gain autonomy in French;¹ it is therefore crucial that they continue to be developed. Unfortunately, newly arrived immigrants are often forced to choose between developing proficiency in French and acquiring on-the-job experience, at the risk of seeing their qualifications lose value due to a prolonged absence from the labour market. It is therefore critical that francization services strike a balance between quick integration into the labour market and adequate proficiency in French, in accordance with the language competency requirements of immigrants' chosen fields.

¹ Autonomy can be defined as the ability to carry out a general conversation without assistance, meaning that the listener does not need to suggest words or finish or reformulate sentences, Glossary of *Échelle québécoise des niveaux de compétence en français des personnes immigrantes adultes*, p. 120.

Box 5

Francization services for adults

Non-francophone adult Quebecers who wish to learn French or improve their French language skills have access to a wide range of services. Since the *Canada-Quebec Accord Relating to Immigration and Temporary Admission of Aliens* (1991), Québec has enjoyed full control over its immigrant reception services, including linguistic, cultural, and economic integration services for permanent residents.

Immigrants must generally balance learning the language of their new country with the formalities of the immigration process and the often costly steps involved in settling into a new home. However, financial incentives are available to support them, such as reimbursement for courses taken abroad and allowances for participation, travel, and child care. The government has chosen a path that reflects and protects the vitality of Québec's distinct linguistic identity in North America.

Providing services in francophone areas through partnerships established by the Ministère de l'Immigration, de la Diversité et de l'Inclusion with service providers from all regions (universities, cégeps, school boards, non-profit organizations and businesses) and through francization services offered via the school boards enables us to deliver French language instruction throughout the province while making adult students aware of the resources available in their communities.

For more efficiency and autonomy in the francization process, adults can avail themselves of an increasingly flexible and diverse range of services. The variety of course schedules and models (e.g., full and part-time, in-classroom or online and self-directed), the creation of a network of foreign partners, the online bank of language exercises, courses tailored to specific professions, and online francization are all measures that help adapt the range of services to the needs of a wider audience. In addition, the Client Service Statement of the Ministère de l'Immigration, de la Diversité et de l'Inclusion includes clear commitments on service delivery timelines and accessibility.

Complementary admission requirements for francization services make it possible to target the various profiles of people served and meet their needs. For example, in addition to full-time French courses for newly arrived immigrants offered by the Ministère de l'Immigration, de la Diversité et de l'Inclusion, there are part-time courses open to all immigrants with inadequate French proficiency levels, regardless of when they entered the country. Francization services for adults provided by the Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche are open to all immigrants, regardless of when they entered the country, and whether they study part-time or full-time. These services are also available to non-francophone Canadians. Government francization services in the workplace are also available for all workers, regardless of their immigration status. Several agreements with partners from government, management, unions, institutions, and community groups, such as the *Stratégie commune d'intervention pour le Grand Montréal* [common intervention strategy for Greater Montréal], also help improve service accessibility.

Measure 1.2.1 Offer an even-handed and concerted range of services tailored to immigrants' profiles and needs in order to expedite and facilitate the integration process

This measure is designed to foster immigrant participation by providing a range of services that is flexible, tailored to their profiles, and adapted to their needs. In order to encourage Québec temporary residents to remain in Québec for the long term, this measure is designed to provide access to francization and integration services online, which will facilitate immigrants' efforts to gain permanent status and participate in society.

Developing a new range of services will allow immigrants to start preparing on their own from abroad, while providing support for those with greater needs. Through information technology, Québec departments and their partners can provide consistent, integrated services focused on immigrants' needs to both expedite and facilitate the process.

For example, as part of an integrated services approach, immigrants will be able to add their birth certificates to the Québec Register of Civil Status. The Directeur de l'état civil will then share the required information with all participating government departments and agencies, which will substantially simplify the immigration process since newcomers will only have to present their identification documents once. This course of action will also keep departments and other organizations from each having to examine documents to assess their validity, reducing costs and the risk of irregularities.

People accepted for their own protection or on humanitarian grounds will require a tailored approach that takes into account their specific migration path. In 2013, Québec adopted its *Plan d'action pour l'accueil et l'intégration des personnes réfugiées sélectionnées à l'étranger* [action plan for the reception and integration of refugees selected abroad] to better coordinate its interventions and adjust its services to their specific needs. This measure is designed to improve the coordination of actions for refugees—particularly critical given that local governance has changed and Québec now welcomes larger numbers of refugees selected abroad.

MEANS OF ACTION FOR MEASURE 1.2.1	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
A) Offer the online integration service [Service d'intégration en ligne] and online francization services to temporary residents to facilitate their transition to permanent resident status	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche	2016
B) Promote use of francization and integration services from abroad to encourage people to begin the immigration process before they arrive in Québec	Ministère de l'Immigration, de la Diversité et de l'Inclusion		2016 and beyond
C) Develop and implement a new service strategy focused on immigrants' needs according to their profiles so they can get through the immigration process quickly and participate fully and actively in society by: <ul style="list-style-type: none"> – Determining the knowledge and competencies people need to acquire to fully and actively participate in society – Providing immigrants with access to information tailored to their profiles 	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2016
D) Simplify the immigration process by implementing a single declaration to add birth certificates to Québec's Register of Civil Status; the validated documents can then be shared with relevant departments and agencies	Ministère du Travail, de l'Emploi et de la Solidarité sociale	Ministère de l'Immigration, de la Diversité et de l'Inclusion; government departments and agencies that require proof of identity to administer their programs and services	2018
E) Through a specific action strategy that brings government partners and municipalities together, ensure that the range of services is adapted to people accepted for their own protection or on humanitarian grounds by: <ul style="list-style-type: none"> – Improving the actions taken by the Government of Québec and its partners to welcome and integrate people accepted for their own protection or on humanitarian grounds – Promoting Québec's humanitarian immigration commitments 	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère de la Santé et des Services sociaux; Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche; Ministère du Travail, de l'Emploi et de la Solidarité sociale; Ministère de la Famille; Société d'habitation du Québec	2016

Anticipated outcomes

- Access to online francization and integration services for people with temporary status
- Use of the *Francisation en ligne* [online francization program] and *Service d'intégration en ligne* [online integration service] by immigrants from abroad
- Immigrants starting the skills recognition process from abroad
- Development and implementation of the service strategy tailored to the profiles and needs of immigrants
- Acquisition of knowledge and development of skills to enable full and active participation in society
- Creation and use of a single declaration to include birth certificates in the Québec Register of Civil Status
- Implementation of specific actions for immigrants accepted for their own protection or on humanitarian grounds by government partners and regional authorities

Performance indicators

- Proportion of immigrants with temporary status using online francization and integration services
- Proportion of immigrants eligible for *Francisation en ligne* [online francization program] and *Service d'intégration en ligne* [online integration service] using these services from abroad
- Proportion of immigrants who undertake the skills recognition process from abroad
- Level of development and extent of implementation of the service strategy
- Setting of skills acquisition targets and measurement indicators
- Proportion of immigrants who undertake the process of registering on Québec's Register of Civil Status using the single declaration
- Number of departments and agencies taking part in the single declaration
- Level of implementation of specific actions for immigrants accepted for their own protection or on humanitarian grounds

Measure 1.2.2 Expand professional francization services so that immigrants can acquire the French skills necessary to find jobs that meet their qualifications

To expedite workplace integration in French through opportunities that are commensurate with immigrants' skills, this measure offers immigrants francization services to help them acquire the language skills necessary to exercise their trades or professions in Québec.

Professional francization services enable immigrants to target what they need to learn and more rapidly acquire the French skills and sociocultural awareness they need to find and maintain jobs commensurate with the skills they acquired abroad, and achieve more autonomy in the integration process. The Government of Québec already offers specialized courses in several sectors. As part of this measure, the government plans to expand its offering of specialized francization services and improve the assessment of student skills.

In addition to specialized French classes, a broad range of francization options are offered in the workplace to help people with jobs acquire French skills. This measure builds on the success of initiatives undertaken in concert with various partners to broaden the scope of francization in the workplace to include job seekers, with models such as a combined francization and work experience option.

The ultimate success of the government's francization services depends on the complementarity of the full range of services offered. It is therefore important to continue efforts begun several years ago by diversifying francization services, encouraging people to use the services as early as possible from abroad, and promoting them, particularly among those who use them less extensively.

MEANS OF ACTION FOR MEASURE 1.2.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Expand the range of specialized French courses for certain trades and professions and strengthen their qualifications:</p> <ul style="list-style-type: none"> – Setting French proficiency standards for trades and professions – Adapting course content to specific language requirements – Developing reliable, standardized assessment tools and statements of skills 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion; Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche</p>	<p>Office québécois de la langue française</p>	<p>2018</p>
<p>B) Work with economic partners to develop and implement models that combine francization and work experience</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère du Travail, de l’Emploi et de la Solidarité sociale (Commission des partenaires du marché du travail); Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche; Office québécois de la langue française</p>	<p>2017</p>
<p>C) Fulfill the diverse needs of an increasing number of immigrants in terms of French knowledge meeting industry and employer-specific requirements, namely by diversifying workplace francization services offered in Québec and abroad, both in the classroom and the workplace</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche; Office québécois de la langue française</p>	<p>2016 and beyond</p>
<p>D) Promote government francization services</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ministère de la Culture et des Communications; Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche</p>	<p>2017</p>

Anticipated outcomes

- More professional workplace francization courses
- Better employability of immigrants in their work field and commensurate with their skills
- Implementation of models that combine francization and work experience
- Development of reliable, standardized skills assessment tools and statements of skills in French
- Diversified range of francization services offered
- Promotion of government francization services

Performance indicators

- Number of fields covered by professional francization courses
- Number of people registered for professional French courses
- Proportion of people employed in their field one year after completing a French course
- Number of courses offered in the new models that combine francization and work experience
- Success rates on *Office québécois de la langue française* exams
- State of advancement in development and standardization of tools
- Level of diversification of the range of francization services
- Progression in the skill level of people in francization programs
- Level of familiarity with government francization services

Box 6

Better alignment of training and employment: A requirement to meet the needs of the labour market

As Québec's working-age population is declining, increased productivity can only be achieved through maximum labour market participation. Slow population growth is a key factor that will lead to job growth that exceeds the growth of the population aged 15–64 in Québec. Québec's employment rate is therefore likely to continue to increase, even though it is already high (in 2014, it was 71.9%, vs. 71.4% in Ontario and 68.1% in the United States).

In light of this, a policy to better align training and employment aims to help Québec face a major labour market challenge: meeting the quantitative and qualitative challenges of strong labour demand due to retirement (1.1 million retirements are forecast between 2013 and 2022) and job creation (over 254,000).

Better alignment of training and employment also helps to avoid labour market disconnects that can be costly for Québec. One of these is the coexistence of long term job vacancies (over four months) and people who remain unemployed for extended periods (52 weeks or more), at a total estimated cost of \$2.6 billion in 2013 (close to 0.7% of Québec's GDP). Another contradiction is the coexistence of recruitment difficulties in certain sectors and above-average unemployment rates for certain groups, including recent immigrants.

Many concrete measures are planned as part of a strategy to better align training and employment, which will be announced shortly by the Minister of Labour, Employment and Social solidarity. Some measures are designed to support businesses that offer internships. Others will make it easier to pinpoint Québec-wide and regional gaps between supply and demand in labour and skills.

The strategy to better align training and employment will also promote immigrants' integration into the workforce. Taking labour market needs into account during the selection process, including information on employment, professions, skills, and training paths on the public service employment website, improving the public job posting site, and making it possible for job seekers to apply directly on the same website are examples of measures that will facilitate the workplace integration of newly arrived immigrants.



CHALLENGE 2



AN INCLUSIVE SOCIETY COMMITTED TO FOSTERING FULL AND ACTIVE PARTICIPATION



immigration *participation* *inclusion*

An inclusive society committed to fostering full and active participation

Québec recognizes that participation is a right linked with equality, in the sense that no marker of difference can be allowed to impede participation. Participation is also a responsibility that requires immigrants to acquire the knowledge they need to play an active role in society and that calls on all citizens to embrace diversity.

Currently, immigrants and ethnocultural minorities are not always able to contribute to society at a level on par with this ambition. They continue to face obstacles that hinder their ability to act, whether in looking for a job, obtaining services to which they are entitled, or participating fully in society.

Québec seeks to strengthen close and meaningful bonds of trust and solidarity between people of all backgrounds. In a context of growing diversity, inclusion depends on the quality of intercultural relationships and the development of a common sense of belonging that unites Quebecers despite their differences. Full and active participation in society also demands a commitment to learning French and strengthening its use as our common language in an increasingly multilingual context.

Québec departments and agencies must collaborate more closely with economic leaders, community partners, and municipalities and take actions to help immigrants and ethnocultural minorities achieve substantive equality and full and active participation.

Objective 2.1

Strengthening Trust and Solidarity Among People of All Origins

In a context of growing diversity, building trust and solidarity is inconceivable without constant effort to create intercultural rapprochement, in line with the common civic framework.

Since the 1990s, ethnocultural diversification of the population has accelerated, prompting questions about what it means to be a Quebecer at a time when beliefs, convictions, and practices increasingly vary. Further complicating the picture is the deficit of participation that immigrants and ethnocultural minorities experience due to persistent inequalities and systemic discrimination.

To strengthen the sense of belonging, it is necessary to create conditions conducive to intercultural contact. The general public must be assured that democratic values, such as those set forth in the *Québec Charter of Human Rights and Freedoms*, the *Charter of the French Language* and other fundamental Québec laws, will be respected. It must also be assured that Québec's distinct francophone character will be preserved.

The Government of Québec holds that interculturalism is the model to follow. However, Québec's rich experience in this regard too often remains informal, diffuse, and unrecognized. To communicate a clear message of inclusion, clarify the conditions under which diversity is recognized, and reassert Québec's approach to newcomer integration, we must not only promote and raise awareness of interculturalism, but also increase opportunities for intercultural encounters and exchange.

Democratic values play a central role in the pursuit of inclusion and justice. Despite their differences, Quebecers are united in their mutual respect for human rights and freedoms, including the right to equality and the principle of the religious neutrality of the state. It is vital that awareness of these democratic values is raised, particularly among immigrants, and a shared understanding is created of how these values are exercised to build egalitarian and inclusive communities.

As a pillar and identity marker of our common civic framework, the French language must be vigorously promoted to highlight its status as the common language of public use. French is also considered a vector of social cohesion, because it is clearly a prerequisite for dialogue in the public space between Quebecers of all origins.

Measure 2.1.1 Promote interculturalism to build an inclusive society that benefits from the participation of all and that values its diversity while affirming its distinct identity

In order for all Quebecers to fully benefit from the Québec experience of living together in an ethnoculturally diverse society, this measure seeks to formalize and build awareness and recognition of interculturalism, namely through a public education campaign.

Interculturalism seeks to ensure the continuity and vitality of Québec's distinct francophone identity while at the same time recognizing and promoting ethnocultural diversity. It also seeks to foster harmonious intercultural relationships and build a shared sense of belonging among Quebecers of all origins by focusing on active participation in society and intercultural rapprochement and exchange.

Interculturalism also builds on a dynamic and pluralist vision of Québec's identity, a common language of public use, respect for human rights and freedoms and the fight against discrimination, an ethos of dialogue and mediation, and an approach to integration based on a shared commitment between Québec society and immigrants.

For interculturalism to become part of everyday social relationships, intercultural rapprochement appears to be key to building openness, trust, and solidarity. It provides people of all origins with the opportunity to learn more about each other every day, put their differences into perspective, and set aside preconceived notions. In this regard Québec is looking to local communities to foster contact between all Quebecers. Ways must also be found to raise awareness about the fight against discrimination and racism in order to keep building an egalitarian Québec society.

Interculturalism is for all Quebecers. It is the government's answer to the challenge of living together so that people in all their diversity can participate fully in the growth and success of Québec society.

MEANS OF ACTION FOR MEASURE 2.1.1	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Promote Québec interculturalism to rally the population around a pluralist vision of living together, namely by:</p> <ul style="list-style-type: none"> – Publishing a reference text on interculturalism to clarify the pluralist vision that fosters social cohesion and full and active participation 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Departments and agencies</p>	<p>2016</p>
<p>B) Run a public service campaign to build recognition of Québec’s pluralist character and foster open and active intercultural contact by:</p> <ul style="list-style-type: none"> – Implementing a communication strategy, including an advertising campaign, to raise awareness among all Quebecers about society’s pluralist character and diversity’s contributions to Québec’s prosperity – Encouraging community initiatives aimed at heightening intercultural contact – Increasing awareness of Québec’s respect for democratic values, namely via the Internet and social media – Implementing awareness initiatives pertaining to the fight against prejudice, discrimination, and racism adapted to the needs and realities of various communities (including workplaces and schools) and regions of Québec – Distributing information on the fight against prejudice, discrimination, and racism 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p> <p>Municipalities, local communities</p> <p>Commission des droits de la personne et des droits de la jeunesse</p> <p>Commission des droits de la personne et des droits de la jeunesse</p> <p>Commission des droits de la personne et des droits de la jeunesse</p>	<p>Ministère du Conseil exécutif</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion; Ministère des Relations internationales et de la Francophonie</p> <p>Secrétariat à la condition féminine</p> <p>Departments and agencies</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>2016 and beyond</p>

Anticipated outcomes

- Increased awareness of Québec's pluralist character and diversity's contributions
- Knowledge of interculturalism among the general population
- An increase in intercultural contacts
- Increased awareness of the consequences of prejudice, discrimination and racism

Performance indicators

- Population's perception of Québec's pluralist character
- Population's perception of the importance of diversity
- Media impact of interculturalism
- Number of intercultural activities organized during Québec Intercultural Week
- Level of knowledge of interculturalism among the Québec population
- Québec population's perception of the consequences of prejudice, discrimination, and racism

Measure 2.1.2 Reinforce education on human rights and freedoms as well as intercultural training to foster an understanding of democratic values and their fundamental nature

Living together in a diverse society requires efforts to encourage intercultural rapprochement. The development of trust and solidarity rests on a shared understanding of democratic values. This measure seeks to ensure that employees of public and private institutions, as well as the general population, have a firm understanding of the democratic values necessary for living in a pluralist and democratic society.

This measure will help people recognize issues related to human rights and freedoms in their communities and understand their obligations under the Charter of Human Rights and Freedoms and the international instruments on human rights and freedoms to which Québec has declared itself bound.

It is important to extend rights and freedoms training to people in positions of authority such as executives, human resource managers, and stakeholders so that they gain a solid understanding of the specific rights and responsibilities associated with their positions. It would also be appropriate to improve the training available in workplaces and communities. These education and training activities would likely better equip social and economic stakeholders and the general population to ensure the respect of human rights and freedoms.

To assist newcomers with the integration process, Québec must also improve upon the information documents it provides to immigration candidates. The presentation of democratic values, already included in many integration and francization activities, allows immigrants to better understand Québec society and facilitates their participation. Shared democratic values are also likely to reinforce trust and the sense of belonging.

Despite concerted efforts to provide education and training on human rights and freedoms, some people fall victim to discrimination, and their rights are violated. Certain individuals in vulnerable situations, whom the state has a duty to protect, may therefore require information and support to find out about available remedies and exercise their rights.

MEANS OF ACTION FOR MEASURE 2.1.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Reinforce education on human rights and freedoms as well as intercultural training to foster greater respect for democratic values and institutional adaptation, namely by:</p> <ul style="list-style-type: none"> – Developing a training program for executives and managers in departments and government agencies – Developing training programs and tools to foster learning and promote the exercise of rights and freedoms among private and public sector employers, community organizations working with immigrants, and the general population – Stress democratic values more in information provided to immigrants 	<p>Commission des droits de la personne et des droits de la jeunesse</p> <p>Commission des droits de la personne et des droits de la jeunesse</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Secrétariat du Conseil du trésor</p> <p>Secrétariat du Conseil du trésor; Secrétariat à la condition féminine</p> <p>Commission des droits de la personne et des droits de la jeunesse; Secrétariat à la condition féminine</p>	<p>2017</p> <p>2017</p> <p>2017</p>
<p>B) Inform and support ethnocultural minorities who are victims of discrimination and racism so that they fully understand and are able to exercise their rights through remedies at their disposal, namely by:</p> <ul style="list-style-type: none"> – Helping ethnocultural minority organizations distribute information and implement support mechanisms 	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Commission des droits de la personne et des droits de la jeunesse; Secrétariat à la condition féminine</p>	<p>2016 and beyond</p>

Anticipated outcomes

- Strengthening of intercultural skills among public sector executives and managers
- Improved understanding of human rights and freedoms among private, public and community sector employers
- A clear understanding of Québec's democratic values among newcomers
- Empowerment of ethnocultural minorities who are victims of discrimination and racism in exercising their rights

Performance indicators

- Level of intercultural skills of public sector executives and managers who have completed training
- Level of understanding regarding human rights and freedoms among private, public, and community sectors employers who have completed training or used tools
- Level of understanding among newcomers regarding Québec's democratic values
- Number of ethnocultural minorities who are victims of discrimination and racism and who receive support defending their rights

Measure 2.1.3 Promote the role of French as a language of integration and social cohesion to ensure the vitality of Québec's common language

For many years, Québec has sought to ensure that immigration contributes to the vitality of the French language by selecting immigrants with a knowledge of French and providing francization services to immigrants. To increase the number of opportunities for intercultural contact and promote the role of French as a common language, this measure reinforces the learning and use of French by non-francophone immigrants and promotes French as a language of social cohesion.

Learning French is an essential part of the integration process because it allows immigrants to acquire the main language of interaction in Québec. Francization facilitates access to the job market and public resources and facilitates interaction with other Quebecers. The French language also fosters the development of social networks and helps reinforce immigrants' sense of belonging in Québec. Allophones' integration into francophone social networks and their ability to understand and appreciate Québec cultural references is facilitated by an early interest in French-language media and Québec cultural products. The Government of Québec therefore intends to step up its promotion of the French language among immigrants.

In addition, the government plans to reinforce the use of French in the workplace. It is important that immigrants' workplace integration is not achieved at the expense of the French language, which is why job market partners play an important role in promoting the use of French.

The use of French by allophones in their daily lives is reinforced by the recognition and affirmation of their skills in their mother tongue. Therefore, as it continues to promote the role of French as the common language in a multilingual context, the Government of Québec intends to encourage multilingual skills and linguistic diversity in schools.

MEANS OF ACTION FOR MEASURE 2.1.3	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
A) Promote the concept of French as a language of integration and social cohesion among immigrants and among all Quebecers in order to foster the successful integration of individuals into Québec’s social, cultural, and economic life	Ministère de l’Immigration, de la Diversité et de l’Inclusion	Office québécois de la langue française; Conseil supérieur de la langue française; Secrétariat à la politique linguistique; Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche	2016
B) Starting at an early stage and while they are still abroad, encourage immigrants who are learning French to consume Québec French-language media and cultural products by creating tools to make their content more accessible (transcripts, lexicons, translations, fact sheets, etc.)	Ministère de l’Immigration, de la Diversité et de l’Inclusion	Ministère de la Culture et des Communications	2018
C) Reinforce the role of French as the primary working language by renewing the <i>Stratégie commune d’intervention pour le Grand Montréal</i> [common intervention strategy for Greater Montréal] to actively engage Montréal’s socioeconomic partners and associations in this regard	Secrétariat à la politique linguistique	Ministère du Travail, de l’Emploi et de la Solidarité sociale; Ministère de l’Immigration, de la Diversité et de l’Inclusion; Office québécois de la langue française; private partners	2016
D) Promote the use of French as the common language in schools, as well as multilingual skills and linguistic diversity	Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche		2016

Anticipated outcomes

- Increased awareness of the importance of using French in public life
- Use of tools encouraging the consumption of Québec French-language media and cultural products by immigrants enrolled in French courses
- The reinforcement of francization in businesses and workplaces in the Montréal region
- Greater support for school staff in developing students' multilingual skills
- More widespread teaching of heritage languages and more mother tongue support for immigrants learning French

Performance indicators

- Public attitude to the primacy of French
- Level of familiarity with Québec French-language media and cultural products among immigrants in francization programs
- Proportion of immigrants in francization programs who have used tools encouraging the consumption of Québec French-language media and cultural products
- Proportion of immigrants in francization programs who consume Québec French-language media and cultural products
- Number of businesses that have obtained certificates of compliance with the Charter of the French Language
- Number of businesses that have begun the francization process voluntarily
- Number of participants in francization support programs provided by Emploi-Québec and the Commission des partenaires du marché du travail
- Number of learning institutions that leverage the multilingual skills of students to support the learning of French

Objective 2.2

Striving for Substantive Equality Through Cooperation with Economic Leaders, Local Community Partners, and Departments and Agencies

Economic stakeholders have a crucial role to play in strengthening the participation of immigrants and ethnocultural minorities. For immigrants, successful economic participation is of particular importance given that improving their living conditions is often their main reason for immigrating. For members of ethnocultural minorities born in Québec, successful participation is critical because, despite their being educated in Québec, systemic barriers and discrimination are an obstacle to their sense of belonging.

Openness to diversity on the part of the business community is also beneficial to businesses themselves, since a diverse workforce can increase their potential for innovation, their vitality, and their productivity. It is therefore essential that the Government of Québec and its economic partners strengthen efforts to counter employment discrimination and promote inclusion in the workplace.

Due to their proximity to citizens, municipalities and local community stakeholders play a key role in building welcoming and inclusive communities. The involvement of municipalities and initiatives by charitable foundations are essential to ensure harmonious coexistence and immigrants' long-term settlement.

Diversification of the population also requires that public programs and services be inclusive and adapted to reflect the reality of a diverse society. To achieve this, the Government of Québec will adopt a mainstreaming approach to ensure that the needs of immigrants and ethnocultural minorities are taken into account in all policies and all public programs, as well as in all sectors of public intervention.

The government also intends to play an exemplary role with regard to the equitable representation of people of all origins. All public institutions are called upon to reflect Québec's rich diversity, including in senior positions. For a plural society like Québec, representation of diversity is an essential mark of recognition, sending a powerful message of inclusion and increasing the participation of ethnocultural minorities in social, cultural, economic, and political life in Québec.

In this regard, equal access programs have become vital employment tools to remedy the effects of discrimination that arise from practices in recruitment, selection, and other management practices such as job evaluation, staffing, performance appraisal, training and promotion, and labour relations.

Box 7

Some initiatives to foster more welcoming and inclusive communities

Municipalities and regional authorities in Québec are key players in the fields of immigration, participation and inclusion. Many have adopted reception and integration declarations and policies over the years, including Montréal, Gatineau, Québec City, Sherbrooke, Trois-Rivières and the RCMs of Rimouski-Neigette, Arthabaska, and L'Érable.

A number of cities, such as Montréal, Gatineau, Saint-Justin, Québec, Sherbrooke, Saguenay, Longueuil, Brossard, Terrebonne, and Varennes, are also members of the Canadian Coalition of Municipalities Against Racism and Discrimination.

Measure 2.2.1 Engage the business community so employers can benefit from the full potential of people of all origins

Many problems with immigrant and ethnocultural minority labour market integration call for more targeted measures to give people of all origins equal opportunities for recognition and fulfillment. This measure seeks commitments by economic stakeholders, including members of the regional councils of labour market partners, to actively contribute to promoting the full and active participation of immigrants and ethnocultural minorities in our society, including the social economy sector.

Québec will thus promote the adaptation of its labour market to the reality of a diverse society. To achieve this, it is important that economic stakeholders are more aware of the benefits of a diverse workforce and that they have access to coherent and effective tools such as training and self-study material and information documents. They will not only reap the benefits of diversity, but also better meet the challenges that arise.

Immigrants and ethnocultural minorities may also need support to address the various obstacles they face in establishing businesses. Among other things, this involves facilitating access to financing or, more generally, providing information on the dynamics of the labour market and entrepreneurship in Québec. The Government of Québec intends to strengthen its efforts in this area to increase the impact of existing funding programs and the participation of immigrants and ethnocultural minorities in entrepreneurial initiatives.

Lastly, beyond outreach and awareness efforts aimed at economic stakeholders, the government should continue and strengthen the many initiatives implemented in recent years to support social and workplace integration. Many stakeholders have joined the effort and launched hiring or training programs for immigrants and racialized minorities, or mentoring and networking initiatives that have proven successful. This commitment should be encouraged and promoted as it demonstrates a willingness to create the inclusive workplaces necessary to increase Québec's prosperity.

MEANS OF ACTION FOR MEASURE 2.2.1	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Provide executives, human resource departments, and unions with tools to welcome, retain, and develop the employment of a diverse workforce, including:</p> <ul style="list-style-type: none"> – Guides and awareness and training activities to introduce best practices on diversity and inclusion and take full advantage of the synergy offered by diversified work teams 	Ministère du Travail, de l'Emploi et de la Solidarité sociale	Ministère de l'Immigration, de la Diversité et de l'Inclusion; Ministère de l'Économie, de l'Innovation et des Exportations	2017
<p>B) Promote an environment conducive to entrepreneurship for immigrants and ethnocultural minorities by countering systemic barriers and promoting the use of services and resources throughout Québec's regions, notably by:</p> <ul style="list-style-type: none"> – Revising current program standards to allow newcomers engaged in a permanent immigration process and those of ethnocultural minorities to start a business – Updating and promoting <i>ImmigrAffaires</i>, a guide to better inform immigrants about the realities of Québec's labour market and business environment 	Ministère de l'Économie, de l'Innovation et des Exportations	Ministère de l'Immigration, de la Diversité et de l'Inclusion	2017
<p>C) Continue implementation of hiring, coaching, and mentoring programs and initiatives such as the <i>Programme d'aide à l'intégration des immigrants et des minorités visibles en emploi</i> [employment integration assistance program for immigrants and visible minorities], <i>Interconnexion</i> and <i>Québec pluriel</i>, to support immigrants and ethnocultural minorities in their efforts toward successful labour market integration</p>	Ministère du Travail, de l'Emploi et de la Solidarité sociale	Ministère de l'Immigration, de la Diversité et de l'Inclusion	2015 and beyond

Anticipated outcomes

- Improved job recruitment and retention practices for immigrants and racialized minorities as a result of using new tools
- Improved access to investment and information for immigrant entrepreneurs
- Improved hiring, coaching, and mentoring initiatives encouraged by the action strategy partners

Performance indicators

- Number of activities carried out using the specific tools to promote the adoption of recruitment practices
- Number of hiring, coaching, and mentoring initiatives encouraged

Measure 2.2.2 Build more welcoming and inclusive communities through the implementation of a new partnership-based approach with municipalities and local community stakeholders

Due to the nature of their responsibilities and their proximity to the population, municipalities and local community stakeholders have detailed knowledge of local environments and a greater capacity for action at the level where intercultural contacts take place. This measure aims to encourage local community stakeholders' commitment to building more welcoming and inclusive communities that promote the full and active participation of immigrants and ethnocultural minorities.

Québec plans to develop a new partnership-based approach with municipalities and mobilize local community stakeholders to improve conditions for newcomers and promote immigrant retention as well as the full and active participation of Quebecers of all origins. This approach will build on the leadership roles that can be played by Montréal, Québec City, and other municipalities in the coordination and mobilization of local communities. It will also call for existing municipal policies and programs touching on various issues, such as cultural development and participation of seniors, to be more fully adapted to the needs of ethnocultural minorities.

Local community stakeholders will need to be involved in this process, including community organizations that have, over many years, demonstrated energy and leadership in building inclusive environments. The government will also call on charitable foundations, to benefit from their expertise and partner networks. Police forces are also involved in this process since they are key players in establishing a climate of confidence and security within communities.

Box 8

Better aligning municipal workforce requirements and immigrant profiles

Québec's municipalities are facing an aging population and sectoral labour shortages. They therefore need to modify their recruitment activities by opening up to new pools of skilled workers to revitalize their communities.

There are many skilled immigrants in Montréal looking for jobs commensurate with their skills in their field. When they have limited professional networks and only partial knowledge of the opportunities available across Québec, they may limit their job search to the Greater Montréal area.

The Ministère de l'Immigration, de la Diversité et de l'Inclusion and Emploi-Québec are therefore working together to further align business needs in regions with high employment and low unemployment with the profiles of immigrants in Montréal and potential candidates for temporary or permanent immigration.

MEANS OF ACTION FOR MEASURE 2.2.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Promote greater recognition by municipalities, including Montréal, Québec City, and local community partners, of the needs and contributions of immigrants and ethnocultural minorities with respect to our aging population and labour shortages, so that immigrants and ethnocultural minorities are treated with respect and fairness and made to feel welcome and accepted in their communities, for example:</p> <ul style="list-style-type: none"> – In municipal policies, programs, and action plans on social and cultural development as well as for families and seniors 	Departments and agencies	Ministère du Travail, de l'Emploi et de la Solidarité sociale	2016 and beyond
<p>B) Develop and implement a new service strategy promoting the full and active participation of immigrants and ethnocultural minorities by identifying the features of a welcoming and inclusive community</p>	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2017
<p>C) Provide municipalities with the tools to implement initiatives to ensure harmonious coexistence and create inclusive communities free of any manifestations of discrimination or racism</p>	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère des Affaires municipales et de l'Occupation du territoire	2016
<p>D) Promote the settlement of immigrants in Québec regions that have labour shortages and that have organized to welcome them, including by:</p> <ul style="list-style-type: none"> – Encouraging inter-regional mobility of immigrants engaged in a job search – Providing information and promoting the potential of outlying regions early in the immigration process 	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère des Affaires municipales et de l'Occupation du territoire; Ministère du Travail, de l'Emploi et de la Solidarité sociale	2016 and beyond
<p>E) Promote the development of joint initiatives between the government and charitable foundations interested in intercultural rapprochement, education on human rights and freedoms and the fight against discrimination and racism</p>	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Charitable foundations	2016 and beyond

MEANS OF ACTION FOR MEASURE 2.2.2	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>F) Strengthen trust between police forces and immigrants and ethnocultural minorities by:</p> <ul style="list-style-type: none"> – Holding information sessions on the role of the police, the <i>Criminal Code</i>, and other relevant laws and regulations – Establishing close ties with key influencers from ethnocultural minorities – Participating in sociocultural activities with members of ethnocultural minorities – Organizing awareness events with ethnocultural minorities – Participating in round tables and consultative committees together with key influencers from ethnocultural minorities 	<p>Ministère de la Sécurité publique</p>	<p>Police forces</p>	<p>2016 and beyond</p>

Anticipated outcomes

- Establishment of a partnership-based approach with municipalities and local community stakeholders to promote the contribution of immigrants and ethnocultural minorities to the vitality of communities
- Mainstreaming of ethnocultural diversity in municipal policies and programs
- Development and implementation of the service strategy aimed at building more welcoming and inclusive communities that encourage the full participation of immigrants and ethnocultural minorities
- Acquisition by communities of features conducive to full participation
- Improvement in the promotion of regional potential within the services targeting immigrants early in the immigration process
- Increase in the proportion of immigrants who settle outside the Greater Montréal area
- Implementation of joint initiatives with charitable foundations interested in intercultural relations, education on human rights and freedoms, and the fight against discrimination and racism
- Strengthening of trust between police forces and immigrants and ethnocultural minorities

Performance indicators

- Implementation of the partnership-based approach
- Proportion of municipal policies and programs that take ethnocultural diversity into account
- Level of service strategy development and implementation
- Identification of the desired features of a welcoming and inclusive community and indicators to measure them
- Results of initiatives arising from agreements with municipal and local community partners for building welcoming and inclusive communities
- New tools to support municipalities in their efforts to ensure harmonious cohabitation and inclusive environments
- Proportion of services or tools used by immigrants still abroad that contain information about Québec's outlying regions
- Level of interest in Québec's outlying regions among immigrants using francization and integration services from abroad
- Proportion of immigrants who settle outside the Greater Montréal area
- Number of initiatives carried out with charitable foundations on intercultural relations, education on human rights and freedoms, and the fight against discrimination and racism
- Number of information sessions and talks given by police forces
- Number of contacts made by police forces with key influencers from ethnocultural minorities
- Number of sociocultural events attended by police forces
- Number of round tables or consultative committees in which police forces were involved

Measure 2.2.3 Support initiatives to ensure that institutions fairly reflect Québec's ethnocultural diversity

Public institutions are powerful symbols. It is essential that they demonstrate openness and reflect Québec's intercultural realities. This measure is designed to help make immigrants and ethnocultural minorities feel more a part of Québec's future and ensure that Québec's institutions reflect the full diversity its population. That requires increasing the representation of people from ethnocultural minorities in public institutions.

Despite significant improvements over the last decade in measures to promote public service employment among ethnocultural minorities and strengthen the implementation and monitoring of the equal access to employment program, target groups—including visible minorities—remain underrepresented in Québec's public service, especially in senior positions. The Government of Québec therefore plans to step up its efforts to reflect Québec's diversity and take advantage of the benefits of a diverse workforce.

Moreover, Québec will ensure that people who are underrepresented, particularly women from visible minorities, have access to decision-making bodies such as the government corporations' boards of directors, so they can contribute to enriching Québec in a manner that reflects their aspirations and talents.

MEANS OF ACTION FOR MEASURE 2.2.3	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Increase the effectiveness of equal access to employment programs, in particular by:</p> <ul style="list-style-type: none"> – Revising the equal access to employment program in the public service to better reflect the ethnocultural makeup of today’s Québec – Determining appropriate measures to help reach government hiring and representation targets for members of ethnocultural minorities – Consulting departments and agencies to identify issues and best practices through a joint committee – Publishing a diversity management guide on hiring, welcoming, and integrating for managers and workers in human resource sections at departments and agencies – Creating and disseminating a diversity management awareness video for new managers and all public service managers 	<p>Secrétariat du Conseil du trésor</p> <p>Secrétariat du Conseil du trésor</p> <p>Secrétariat du Conseil du trésor</p> <p>Secrétariat du Conseil du trésor</p> <p>Secrétariat du Conseil du trésor</p>	<p>Departments and agencies</p> <p>Departments and agencies</p> <p>Departments and agencies</p> <p>Departments and agencies</p>	<p>2017-2018</p> <p>2017-2018</p> <p>2016-2017</p> <p>2016-2017</p> <p>2017-2018</p>
<p>B) See to the enrollment of an annual cohort of candidates in the study program leading to an attestation of collegial studies in police technology</p>	<p>Ministère de la Sécurité publique</p>		
<p>C) Support initiatives to increase ethnocultural minority representation, particularly of racialized minorities, including women, in decision-making bodies (e.g., boards, advisory committees, and elected bodies)</p>	<p>Departments and agencies</p>		<p>2016 and beyond</p>

MEANS OF ACTION FOR MEASURE 2.2.3	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>D) Increase ethnocultural minority representation among the holders of senior positions, in particular by:</p> <ul style="list-style-type: none"> – Raising awareness with boards of organizations subject to the <i>Act respecting the governance of state-owned enterprises</i> and boards of other Québec government agencies concerning the benefits of cultural diversity – Drawing up a bank of potential candidates from ethnocultural minorities in collaboration with government partners, – Annually reiterating to those in senior government positions the government’s expectation that the various components of Québec society are represented 	<p>Secrétariat aux emplois supérieurs</p> <p>Secrétariat aux emplois supérieurs</p> <p>Secrétariat aux emplois supérieurs</p> <p>Secrétariat aux emplois supérieurs</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>2021</p> <p>Ongoing</p> <p>2017</p> <p>Ongoing</p>
<p>E) Consider whether to propose legislative amendments to achieve fair ethnocultural representation on boards of directors of government corporations</p>	<p>Ministère des Finances</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion; Ministère du Conseil exécutif</p>	<p>2016</p>

Anticipated outcomes

- Analysis completed to identify and implement measures aimed at reducing the difficulties or challenges faced by target groups in the qualification process for employment in the public service
- Production of diversity management awareness materials for public service managers
- Increase in the proportion of visible and ethnic minorities in the police forces
- Increase in the representation of members of ethnocultural minorities in positions of power
- Increase in the representation of members of ethnocultural minorities in senior positions
- Increase in the representation of members of ethnocultural minorities on the boards of directors of government corporations

Performance indicators

- List of measures identified and implemented
- Change in the hiring and representation rates of members of cultural communities within the public service
- Level of use and take-up of awareness materials
- Proportion of visible and ethnic minority police officers
- Representation rates of members of ethnocultural minorities in positions of power
- Representation rates of members of ethnocultural minorities in senior positions
- Representation rate of members of ethnocultural minorities on the boards of directors of government corporations

Measure 2.2.4 Ensure that public programs and services meet the needs of a diverse population

The Government of Québec has a broad perspective on issues regarding ethnocultural diversity and would like all public bodies to reflect its inclusive vision of diversity. This measure is intended to ensure that public partners' actions meet Quebecers' diverse needs while taking into account the specific needs of certain immigrants and people in vulnerable situations.

Among other things, this measure aims to align policy development with the pluralistic approach developed for immigration, participation, and inclusion, particularly in Québec's cultural policy, international policy, youth policy, the strategy for matching better alignment between job training and employment requirements, the policy on educational integration and intercultural education, the concerted action plan to prevent and stop bullying, government policy on health prevention, and the updated government policy for gender equality. The government aims to ensure that all policies and guidelines form a coherent whole that meets the needs of a diverse population.

In this respect, schools play an important role. School is a training ground for citizens, in addition to being a centre of intercultural exchange for students of all origins and their parents. For many years, Québec's academic institutions have been characterized by ethnocultural diversity. This diversity, which extends well beyond the Greater Montréal area, sometimes results in differentiated needs, especially in terms of welcoming and integrating students from immigrant families. It also requires awareness among students and teachers concerning intercultural dynamics as well as discrimination and racism.

For immigrants and ethnocultural minorities, the justice system and interactions with police forces may present particular challenges. It is therefore important to ensure that people feel they are treated fairly and know their rights and remedies. The government will take steps to improve access to information, especially for victims of crime, but also for those who believe they are victims of racial profiling. The government will also enhance awareness training for justice system personnel and police forces.

MEANS OF ACTION FOR MEASURE 2.2.4	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>A) Take into account Québec’s ethnocultural diversity in the development of public policies so that the direction and resulting actions meet the needs of a diverse population, in particular:</p> <ul style="list-style-type: none"> – <i>Politique gouvernementale pour l’égalité entre les femmes et les hommes</i> [government policy on gender equality] – <i>Politique culturelle du Québec</i> [Québec’s cultural policy] – <i>Politique internationale du Québec</i> [Québec’s international policy] 	<p>Departments and agencies</p> <p>Secrétariat à la condition féminine</p> <p>Ministère de la Culture et des Communications</p> <p>Ministère des Relations internationales et de la Francophonie</p>	<p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p> <p>Ministère de l’Immigration, de la Diversité et de l’Inclusion</p>	<p>Ongoing</p> <p>2017</p>
<p>B) Adopt and implement a new action plan in the field of intercultural education and integration of students from immigrant backgrounds, including actions related to the following objectives:</p> <ul style="list-style-type: none"> – Deploy intercultural education in Québec schools – Strengthen French proficiency among students learning French – Support academic success among students from immigrant families – Renew support for implementation of the school integration and intercultural education policy in schools – Ensure that ethnocultural diversity is part of school staff training 	<p>Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche</p>		<p>2016 and beyond</p>
<p>C) Develop, test, and promote a framework for basic skills, i.e., reading, writing, oral communication, and arithmetic, particularly for certain employed immigrants who have greater needs, by:</p> <ul style="list-style-type: none"> – Providing school boards, community organizations, and their labour market partners with guidelines on ways to raise awareness about the benefits of basic general education and teaching/learning approaches 	<p>Ministère de l’Éducation, de l’Enseignement supérieur et de la Recherche</p>		<p>2018</p>

MEANS OF ACTION FOR MEASURE 2.2.4	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
<p>D) Review the program <i>Soutien à l'intégration des communautés culturelles et à l'éducation interculturelle au collégial</i> [support for the integration of cultural communities and intercultural education at the cégep level] to promote the integration and development of students from ethnocultural minorities at the college level:</p> <ul style="list-style-type: none"> – Raising awareness among college students about issues concerning human rights and intercultural education – Supporting initiatives that foster success, retention, and integration for students from immigrant backgrounds 	<p>Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche</p>		<p>2020</p>
<p>E) Strengthen partnerships with community organizations that work with people who have greater needs or are in vulnerable situations by:</p> <ul style="list-style-type: none"> – Supporting the use of interpreters for people involved in civil disputes – Supporting projects to develop appropriate services for immigrants and ethnocultural minorities in help centres for crime victims 	<p>Ministère de la Justice</p>		<p>2017</p>
<p>F) Promote the dissemination and sharing of knowledge on the phenomenon of racial and social profiling, in particular by:</p> <ul style="list-style-type: none"> – Continuing the work of the police sectoral committee on racial profiling – Drawing up an operations guide for Québec police forces to better support and equip them in the fight against racial and social profiling – Supporting the École nationale de police du Québec in organizing a seminar on the prevention of racial and social profiling – Producing and disseminating information on inspiring practices, research, and initiatives to prevent racial and social profiling – Developing a portrait of racial and social profiling in Québec 	<p>Ministère de la Sécurité publique</p>		<p>2018</p>

MEANS OF ACTION FOR MEASURE 2.2.4	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
G) Create a section on the website of the Commissaire à la déontologie policière to better inform members of ethnocultural minorities concerning jurisprudence in the fight against discrimination, racism, and racial profiling	Ministère de la Sécurité publique		2016
H) Analyze complaints from people alleged to have committed a crime and offenders in correctional facilities: <ul style="list-style-type: none"> – Determine the number of discrimination complaints – Determine the proportion of discrimination complaints to all complaints filed, founded or unfounded – Identify corrective actions 	Ministère de la Sécurité publique		2016
I) Educate public prosecutors, judicial personnel, and court administrative staff about different cultural realities	Ministère de la Justice/Director of Criminal and Penal Prosecutions		2021

Anticipated outcomes

- An inclusive vision of society and a pluralist approach in public policies
- Review, update, and continuation of intercultural education by further developing intercultural competencies and improving francization and support services
- Use of the framework for the enhancement and maintenance of basic skills of employed immigrants by businesses that participated in the experiment
- Adaptation of judicial services to the needs of immigrants and individuals from ethnocultural minorities in situations of vulnerability or with greater needs
- Better understanding of racial profiling and its consequences among police forces
- Completion of a portrait of discrimination in prisons
- Decrease in the number of complaints of discrimination, including in prisons
- Access to information about other cultural realities for public prosecutors, judicial personnel, and court administrative staff

Performance indicators

- Proportion of public policies adopted between 2016 and 2021 that have an inclusive vision and adopt a pluralistic approach
- Outcomes of the action plan on intercultural education and integration of students from immigrant backgrounds
- Outcomes of the revised support program for the integration of cultural communities and intercultural education at the college level
- Results of experiments with the framework for the enhancement and maintenance of the basic skills of immigrants in employment
- Number of judicial services adapted to the needs of immigrants and individuals from ethnocultural minorities in situations of vulnerability or with greater needs
- Rate of increase in the number of judicial services adapted to the needs of immigrants and ethnocultural minorities in situations of vulnerability or with greater needs
- Publication of an operations guide for police forces
- Number of registrations and number of police forces represented at the seminar on the prevention of racial and social profiling
- Presentation of a portrait on the evolution of racial and social profiling
- Amount of jurisprudence made available
- Presentation of the portrait of discrimination in prisons
- Number of discrimination complaints
- List of actions (and their objectives) taken to reduce the number of discrimination complaints
- Number of documents available to public prosecutors, judicial personnel and court administrative staff



RESPONSIBLE, COHERENT, AND EFFECTIVE GOVERNANCE



immigration *participation* *inclusion*

Responsible, coherent, and effective governance

The inclusion and participation of immigrants and ethnocultural minorities is a challenging collective responsibility. In order to provide responsible, coherent, and effective governance, Québec must consolidate and better its knowledge of immigrants' specific needs, the barriers they face, commitments to them, and the societal context in which they seek to fully and actively participate.

The Government of Québec is committed to building on its progress, measuring and ensuring the efficacy of actions it has deployed. Assessing the overall success of the action strategy and the core measures it contains is one way to ensure that Québec fulfills its commitment and acts in a rigorous, responsible manner.

Implementing a strategy on immigration, participation, and inclusion requires strong leadership. All government and civil society stakeholders must share a coherent overall vision of the problems, solutions, and improvements to be made. This policy and its associated action strategy were developed through a dialogical process that must continue. Consultation and cooperation measures between the various stakeholders will be implemented and maintained throughout the action plan's implementation phase.

Advancing Knowledge on Participation and Inclusion

Since it is critical that government departments and agencies, and their community partners, consider diversity when adapting their plans and actions, the government needs to be able to gather and share accurate, high-quality information.

For transparency's sake, the government wishes to make information on diversity and immigration available to the public. This information, which is shared with citizens, businesses, researchers, associations, and community groups, will enable all stakeholders to more easily integrate diversity into their practices.

Developing a clear picture of the participation of immigrants and ethnocultural minorities in community life and regularly publishing data will enhance our knowledge of issues that call for an appropriate, effective response. In this way, the government can continually improve its courses of action and be more proactive.

Box 9

The strategy for measuring participation

The strategy for measuring the participation of ethnocultural minorities in various spheres of Québec society is based on a process that documents various forms of participation and engagement by immigrants and ethnocultural minorities as well as the societal factors that make participation possible.

This multi-year strategy was developed to partially remedy the lack of anecdotal data, which makes it difficult to ascertain the facts and understand the current situation. This process sees any degree of participation as part of an ongoing interaction between individuals and society in a participatory space. Seven dimensions of participation are measured: economic, linguistic, cultural, civic, community, demographic, and identity. Their various measures are expressed using indicators that allow comparison between ethnocultural minorities and the rest of Québec's population.

Multiple databases will be used to describe various facets of participation and the findings will be shared through regular publications. A reference document describing the process in greater detail is available at www.midi.gouv.qc.ca/publications/fr/recherches-statistiques/Strategie_mesure_participation.pdf.

MEANS OF ACTION	PARTY RESPONSIBLE	COLLABORATION	TIMELINE
A) Measure immigrants' and ethnocultural minorities' participation in society	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2016 and beyond
B) Implement a concerted research initiative to monitor progress and better understand and document participation-related issues	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2017
C) Monitor the integration of newly arrived immigrants, particularly that of economic immigrants	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Ministère du Travail, de l'Emploi et de la Solidarité sociale	2016 and beyond
D) Create a platform to publish indicators on diversity and immigration	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2017
E) Take the needs arising from intersectional discrimination into account in the strategy's implementation	Ministère de l'Immigration, de la Diversité et de l'Inclusion	Departments and agencies	2016 and beyond
F) Pursue partnerships with university researchers and police forces to inventory inspiring practices, present research results in a way the public understands, and assess initiatives designed to prevent racial and social profiling	Ministère de la Sécurité publique		2017

Anticipated outcomes

- Implement a strategy for measuring participation
- Implement a concerted research initiative linked to participation issues
- Regularly monitor the economic integration of newly arrived immigrants
- Create a platform to publish indicators on diversity and immigration
- Increase intensity of research and information that includes intersectionality
- Distribute newsletters to police forces on inspiring practices, research, and initiatives designed to prevent racial and social profiling

Performance indicators

- Implementation status of the strategy for measuring participation
- Implementation of a concerted research initiative
- Regular monitoring of the economic integration of newly arrived immigrants
- Steps taken to create a showcase on diversity and immigration
- Degree to which needs stemming from intersectional discrimination have been acknowledged
- Number of newsletters on the issue of social and racial profiling



Taking Thorough and Responsible Action

From the drafting stage of this action strategy, government planned to adopt an evaluability approach and to involve outside evaluation partners to evaluate its design and assess the efficacy of actions implemented.

This method ensures compliance with program evaluation requirements for government departments and agencies.

The government also has a coordination mechanism that it will use to clearly convey its determination to implement the policy and fully assume its leadership role in immigration, participation, and inclusion. This mechanism also provides for coherent, effective action by facilitating information sharing between various government departments and agencies.

Fostering exchange and synergy between initiatives helps strengthen partners' capacity for analysis, innovation, and action, better equipping them to translate priorities into long-term solutions.

Evaluate the action strategy and all core measures to ensure the effectiveness and suitability of the actions deployed

The Immigration, Participation, and Inclusion Action Strategy offers a concerted, common vision that aims to generate the participation among all stakeholders. The government reaffirms that its departments and agencies and their respective administrations are accountable for implementing the chosen actions. Each and every one of them is responsible for respecting its commitments and making and evaluating progress.

Evaluation will be coordinated by the Ministère de l'Immigration, de la Diversité et de l'Inclusion. A consultation mechanism will be put in place by a group of program evaluation officers who will assist the Ministère de l'Immigration, de la Diversité et de l'Inclusion in the evaluation.

Action strategy results will be monitored annually. At the halfway point, an evaluation of implementation will be conducted and a preliminary report on results will be made. Annual monitoring results and halfway-point evaluations will allow us to measure the degree of compliance, difficulties experienced, and adjustments to be made, as needed. The final evaluation will measure, among other things, the actions strategy's effectiveness and appropriateness. Final recommendations will be made to guide the next action strategy.

Assemble government officials and local stakeholders to measure progress made through the policy.

In addition to regular cooperation and consultation measures implemented for the duration of the action strategy, a meeting will be held at the end of the term to assemble provincial and municipal officials, school boards, and government and non-government partners who work in the fields of immigration, participation, and inclusion.

Holding a meeting of this kind will allow us to develop more effective actions and ensure they are implemented in a manner that reflects our shared understanding of the problems and solutions in these areas.

Sector-wide meetings with representatives of ethnocultural minorities will help keep lines of communication open and foster dialogue with government officials in an effort to periodically take stock of problems various minorities experience. These meetings will provide a forum to explain the implemented measures and highlight actions carried out.

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