Migration and New Rurality:

Becoming a Host Community

Population decline is already affecting several rural areas and their surroundings, and others will be at risk in the next few years.

General and rapid aging, exodus of young people, low birth rates, and smaller household size are among the demographic factors that will surely have an impact on rural communities' vitality and their ability to maintain basic services nearby. However, the population decline trend is not irreversible.

A reversal of this trend has been observed in several European rural environments through the implementation of policies and measures that helped check depopulation and increase the attractiveness of these environments for migrants.

A research report completed in 2006 on behalf of Solidarité rurale du Québec (SRQ) entitled *Les migrations ville-campagne et leurs conséquences dans les territoires ruraux du Québec (City-Country Migrations and Their Impact on Quebec's Rural Areas)* (A. Péricard, 2006), indicates that areas that develop through the attraction are those that are successful in mobilizing all resources at their disposal to meet a population growth objective.

This guide is intended for rural community officials who wish to gain a better understanding of demography and urban migrant reception issues; it will help them plan the reception of new residents.

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Report on
Demographic Issue

The new resident reception/repopulation issue cannot be addressed without taking into account the demographic issue, since it is crucial for most rural areas. A recent census revealed the start of a historical trend reversal: natural growth will soon be on the negative side (around 2021), i.e. deaths will exceed births.

Between 1996 and 2001, the population of rural communities certainly increased in Quebec as a whole, but not as fast as urban centres. However, this population growth is not even throughout rural areas. We can indeed see that the population of around thirty regional county municipalities (RCMs), located mainly in the southern part of Quebec, is increasing signifi-cantly, while eleven others, located more in the centre, are stagnating or experiencing low growth in this field.

However, the population of about fifty RCMs mainly located in the more remote communities is decreasing steadily.
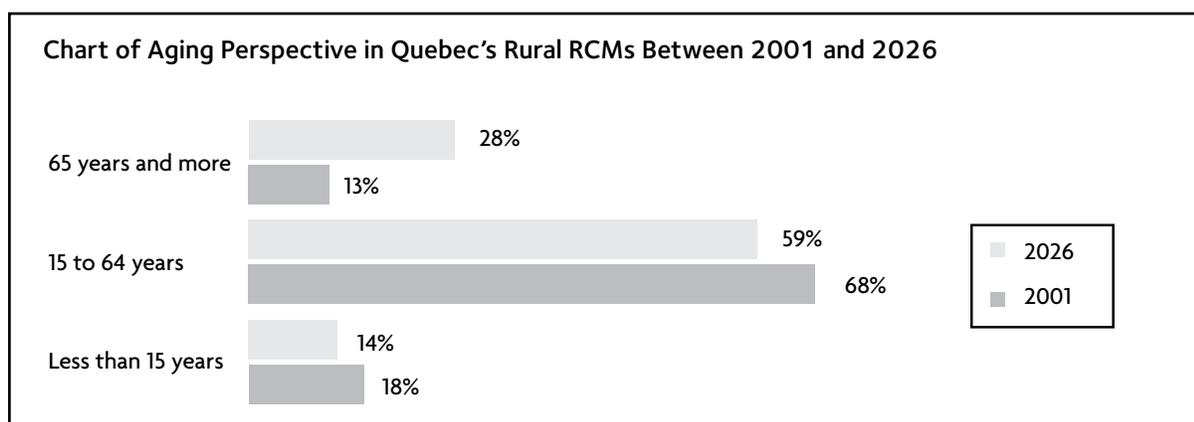
Population Perspectives Between 2001 and 2026
For all of Quebec, population growth between 2001 and 2026 is predicted at 9.3%. These perspectives indicate a more accentuated trend towards demographic differences between regions.

Table of Population Perspectives Between 2001 and 2026[1] per RCM

	Number of RCMs	Total Population in 2001	Average Growth from 2001 to 2026	Demographic Weight		Regions and Number of RCMs or Equivalent Territories (ETs) Targeted
				2001	2026	
Growing Territories	37	4 838 384	18.8%	65%	70%	Montérégie (10/15)
Urban	7	3,200,670	17.7%	43%	46%	Montreal (1/1) / Laval (1/1) Laurentides (8/8)
Rural	30	1,637,714	19.1%	22%	24%	Lanaudière (6/6) Outaouais (5/5)
						Estrie (4/7) Centre-du-Québec (1/5) Nord-du-Québec (1/2)
Territories Tending Towards Growth	13	1 051 787	4,7%	14%	13%	Capitale-Nationale (4/7) Chaudière-Appalaches (4/10) Montérégie (3/15) / Estrie (1/7)
Urban	2	645,060	7.1%	9%	8%	Centre-du-Québec (1/5)
Rural	11	406,727	4.3%	5%	5%	
Declining Territories	53	1 506 817	-11.3%	20%	17%	Bas-Saint-Laurent (8/8) Gaspésie-Îles-de-la-Madeleine (6/6)
Urban	2	274,777	-7.5%	4%	3%	Côte-Nord (6/6) Saguenay-Lac-St-Jean (5/5)
Rural	51	1,232,040	-11.5%	17%	14%	Abitibi-Témiscamingue (5/5) Chaudière-Appalaches (6/10)
						Mauricie (6/6) / Estrie (2/7) Centre-du-Québec (3/5) Capitale-Nationale (3/7) Montérégie (2/15) Nord-du-Québec (1/2)

[1] Source: Institut de la statistique du Québec.

Aging of the Population

Population aging affects most western countries. Quebec is no exception, and this natural occurence comes as a challenge to all communities. Before 2026, the percentage of the population 65 and older is estimated to increase from 13% to 24.4% in Quebec, i.e. one person out of four. This percentage increase should be less significant in urban areas, at 21%, and amounting to an average of 28.1% in rural RCMs.

Chart of Aging Perspective in Quebec's Rural RCMs Between 2001 and 2026

Age group	2026	2001
65 years and more	28%	13%
15 to 64 years	59%	68%
Less than 15 years	14%	18%

Migration Towards Rural Environments

A new trend in migration toward rural environments seems to have emerged over the past few years. Globally, it has accelerated (a 23% increase between 2001 and 2005) and has reached new territories. Within five years, between 2000 and 2005, the number of rural RCMs showing positive net migration (more in-migrants than out-migrants) went from 29 to 54.
This progression is especially accentuated in rural environments located close to metropolitan areas.

Cross Reference Chart of the Rural and Urban RCMs' Net Migration

	RCMs in Rural Area	RCMs (or ETs) in Urban Area
Number of In-Migrants[2] in 2000	146,016	126,066
Number of In-Migrants in 2005	180,094	129,239
Number of RCMs with Positive Net Migration in 2000	29	7
Number of RCMs with Positive Net Migration in 2005	54	7
Total[3] Net Migration in 2000	-4,676	13,732
Total Net Migration in 2005	22,059	12,179

Future of Rural Areas

Rural communities have to face two important challenges which are decisive for their future. The first issue consists of redeveloping an economy that has long been focused on primary industries, such as agriculture and natural resource development. The place of these formerly dominant industries is increasingly relative within rural economy. Moreover, the development potential within these traditional sectors is increasingly limited and it is necessary to diversify them. The second issue relates to demography and affects most rural areas. The low birth rate combined with aging, and sometimes the exodus of young people, challenges service maintenance and the preservation of vitality within rural communities.

In this context, human capital becomes a determining factor for rural areas, not only for regenerating the social fabric but also for vitality and economic renewal. The rural areas' future henceforth depends on their ability to attract and welcome new expertise, as well as create a framework for the development of skills and resources that are often underestimated.

Within a global economy, the most sizable capital for rural communities will still be the men and women living there, young people coming back, as well as the settlement of families, entrepreneurs and developers in these communities. Migration does not only consist of a flow of people, but it is also a flow of new values, ideas, expertise, and capital.

Migration: Concept and Definitions

It is important to clarify some emerging issues surrounding repopulation. The increasingly frequent multi-residential behaviours and seasonal movements (A. Brun, 1993; T. Warnes, 1992), pluriactivity, and blended families are situations that confuse statistics.

In addition, we noticed that each individual or family path is special, as well as the approaches favoured by host communities. The conclusions of the research report entitled *Les migrations ville-campagne et leurs conséquences dans les territoires ruraux du Québec* prove this.

This guide is an accompanying tool and must be perceived as offering a variety of checkpoints to communities contemplating on the repopulation issue.

The following definitions of certain terms used in this guide help understanding them a little better:

Neo-Rural population:
People who used to live in an urban environment, even if they are considered "returning villagers" and "ex-vacationers", and chose to **live in a rural environment permanently** for personal and/or social/economic reasons, or because they are strongly influenced by the aesthetic and natural qualities of the environment (M. Simard et al., 2003)

Host Culture:
The specific and significant actions taken by a community for the benefit of newcomers. These actions are evident and explicit from local officers, i.e. they are not just symbolic and unidirectional. The host culture can, among others, appeal to the neo-rural population to benefit from their knowledge and skills.

Pluriactivity:
People working two jobs, sometimes simultaneously, sometimes successively (seasonal). Pluriactivity may be effective to set up a new activity (in agriculture, for example) while ensuring suitable income.

Surroundings:
Regions without a major urban centre (over 500,000 inhabitants) and located far from important markets. In Quebec, these regions are traditionally called resource regions (M. Polèse, R. Shearmur et al., 2002).

Becoming a
Host Community

1. Developing a Strategy

It is generally because a municipality faces a crisis, e.g. a school or basic service closing down, that it addresses the repopulation issue. We also notice that more and more communities start a repopulation or new resident reception approach to meet labour needs or support the integration of newly settled families.

In all cases, solid planning is necessary to get the expected results. Taking the following steps will help:

- make short to long term predictions
- involve local population and institutions
- appeal to the contribution and resources of existing agencies, such as the municipal development committees, the RCM's *Centre local de développement (CLD)* or the *Société d'aide au développement des collectivités (SADC)*.

Why must we develop a repopulation strategy?
Because it allows for bringing the updating of information, coherently defining the actions to be taken, and harmonizing with the other action plans in the same territory. A repopulation strategy must be a collective process similar to strategic planning.

In order to ensure rigorous monitoring of the strategy, it is better to put the action plan on paper. It may be used as a communication tool and, eventually, be presented to citizens wishing to get involved at some point.

Here are a few items that may be included in an action plan:

- overall objective of the approach
- target audience
- guidelines
- general objectives
- methods used to reach those objectives (resources)
- activities to carry on
- list of officers
- schedule
- monitoring process.

2. Leadership and Host Culture

Local leaders, whose actions are vital to facilitate the reception and integration of newcomers, are first and foremost the politicians within the municipality. Even though the situation in which they find themselves is not always simple, local authorities have a basic role to play in promoting newcomer integration – a direct information and support role to encourage community spirit, discussions, and mutual understanding.

Welcoming new residents thus suggests a willingness to establish a culture that is the result of the actions of all local leaders. The first act these leaders must make is to personally get in contact with all newcomers or appoint someone to do it, setting up a welcoming committee beforehand. Actions made by officers are highly significant within a reception dynamic. For example, organizing rituals (reception celebrations, meals, and ceremonies) and social/cultural events bringing together the entire population reinforces the host culture and, if applicable, breaks cultural barriers.

In certain areas, sponsorship models have been implemented to join a family that has just arrived with a host family. This type of initiative facilitates the integration of new residents and promotes a better understanding with the host community.

3. Population Report

Painting a picture of demographic changes enables a better understanding of the situation and helps place a certain number of events in their context and in time. We must:

- present a history of demography
- find elements ensuing from it in the last few years, mainly the territory's economic activity, actions taken, and results achieved.

> **Here are some questions to help paint a picture**
>
> - What particular demographic changes have been observed within the region or municipality in the last ten or twenty years?
> - What caused these changes and how can they be explained (exodus of young people, low birth rate, aging, factory closure, etc.)?
> - What were these changes' repercussions on basic services, labour supply, etc.?
> - What actions were taken? What results did they achieve?

4. Targeted Objectives

The report on the situation helps evaluate the demographic issue according to the area's socio-economic context. This assessment must result in establishing migration objectives, taking into account the community's economic, social, and cultural characteristics (its identity, common values, etc.).

Therefore, these objectives may vary depending on the community and also include both quantitative ("x" migrants during the next "y" years) and qualitative (young people, families, expertise in culture or new technologies, etc.) targets.

Fixing these objectives thus requires a knowledge of the various desired migrant profiles, their contribution, their constraints, and the challenges specific to each environment. For example, areas preoccupied with maintaining services could favour family settlement, while others would favour the settlement of young workers due to labour shortage.

New citizen settlement within the population may bring short and long term changes. The emergence of different needs, but also new ideas and expertise are as much challenges as they are possibilities for a community.

Developing objectives is first and foremost a reflection exercise to seize the level of involvement required in welcoming new migrants, but also an approach to favour the desired migrant type.

5. Making an Inventory

An inventory helps determine what the area has to offer to migrants they hope to attract, and how it promotes its identity, values, strengths, reception facilities, and how it promotes the community life. We must:

- make a list of services offered in education, health, and communications (e.g. high speed Internet), businesses, day care services, leisure facilities, etc.
- list the available or potential residential areas, and identify any challenges that need to be overcome in order to develop them
- document annual activities and events.

> **A few questions to help make an inventory**
>
> - What can we offer families or individuals we want to welcome?
> - What would attract them? Are we distinguishing ourselves from other regions?
> - What could we come up with to attract more people?
> - What constraints could prevent the settlement of new residents?
> - Are we prepared to invest time and resources?

6. Setting Up a Welcoming Committee

Whether the approach is at the RCM or municipality level, a welcoming committee must be set up, consisting of representatives from each area and various local agencies. This committee must be in charge of monitoring, manage the implementation of the reception structure, appoint a few people to act as direct sponsors, and establish a connection with potential migrants or new residents. It is also possible to appeal to service providers and merchants to get their contribution.

With regard to creating a host culture, communities do not always have the critical mass to be truly effective. A regional approach can sometimes help overcome some of the challenges they face.

7. Communications and Mobilization

Welcoming and integrating new residents not only concerns local leaders and the welcoming committee, but also, and above all, the community's population.

During the reflection and planning stages, citizens' participation creates favourable conditions to understanding the issues the community faces, as well as the importance of migration. It is thus vital, all throughout this process, to maintain the population's interest by keeping everyone informed. A coordinated communication strategy helps avoid misunderstandings and potential obstacles to the evolution of the approach, and promotes positive response.

This strategy may include an awareness campaign and the use of tools, such as information bulletins, conventions, posters, press releases to local media, and presentations by contact persons.

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Who Are the Migration Candidates?

Other than their age and origin, the choice made by migrants to live in a given area depends on various personal criteria. An ethnographic survey with the neo rural population reveals that certain types of migrants display certain types of motivations and behaviours. During a qualitative survey (about thirty in-depth interviews) on the motives behind the residential choices of a non-random sample of neo rural residents 25 to 45 years of age, a team of Belgian researchers found that these choices and their basis are not infinite and may be divided into four ideal types. These are motives and lifestyles of neo rural residents according to their migration patterns: Romantic, Cosmopolitan, Realistic and Heir (L. Thomsin et al., 1998). Here is a summary, adapted to the Quebec context, from reports made within the scope of the research conducted by SRQ, that produced the report entitled *Les migrations ville-campagne et leurs conséquences dans les territoires ruraux du Québec.*

Romantic types

are first and foremost motivated by a desire to leave the city, being opposed to the individualism, materialism, tensions, conflicts, and artificial side of urban society.

Migration then falls within the scope of searching for the meaning of life. Many people have established many contacts with the countryside through travels, holidays, and experiences that gradually reinforced their choice. People within this type are looking for a physical and human environment that brings happiness and balance, and they want to adhere to past lifestyles, "go back to the land". Their life isn't centered around working; it's just a part of it. They want to belong to the country and are especially attracted by traditional habitats and "noble" matters. They won't turn down modern technologies (e.g. the Internet) and they are fans of pluriactivity and teleworking, which enable them to combine various interests.

These neo rural people are strongly willing to integrate into and establish reciprocal relationships in their adoptive community. A vast majority of migrants from the 1970s belonged to this category.

Cosmopolitan types

are pleasure-seekers that chose to live in rural municipalities after a rational calculation of advantages versus disadvantages. Their objective is to enjoy multiple experiences and have fun. Therefore, they can make quick and impulsive decisions based on both luck and opportunity. Their personal relationships are diversified and scattered. If they are members of associations and participate in activities, it isn't so much to integrate themselves as to strategically expand their opportunities. People within this type do not cut all ties with the city; on the contrary, these are closely maintained. In this category are many "commuters" (those who commute, through mass transit, between their home and workplace) and people who chose to turn their secondary residence into their principal residence.

The relationship with the home and garden may resemble in many ways that of suburban owners; as well, their leisure and outdoor activities are often similar to urban models.

Table of Motives and Features of the Various Types of Neo Rural Population

	Romantic	Cosmopolitan	Realistic	Heir
Enhanced Symbolic Capital	Social capital focused on relationships	Cultural capital focused on activities	Economic capital	Social and cultural capital
Basis of Migration	Roots, security, recognition, and mutual aid	Resource accumulation	Need, advantages, and possibilities	Return, family, and rural values
Spatial Mobility	Large by necessity, low by choice	Large by choice	Optimal, the lowest possible	Low by choice
Social Mobility[5]	Downward, based on indifference	Upward and stable	Upward	Downward and stable
Residence	Rural space preservation	Rural space consumption	Rural space usage	Rural space development

(Adaptation of a table by Thomsin, Laurence et coll, 1998)

Realistic types

have a pragmatic view of their environment. Their choice of rural life is mainly determined by their professional or private life. They do not question the city, but when they leave it, it's because it doesn't meet all of the needs in their lives. Migration is mainly motivated by employment and, in particular, the opportunity to hold a first job or be promoted. The need to migrate may also be due to the addition to the family, a need to follow or join a spouse or, conversely, the necessity to end a relationship. In any case, they try not to find themselves in a precarious situation. Their goal is not to get settled on a permanent basis in one place or integrate themselves, but to stay mobile to grab opportunities. They are also little involved in their municipality, but establish relationships over time with a limited family members or circle of friends. Through these relationships, they develop a sense of security, which may ultimately encourage them to remain in the community.

Heir types

are migrants coming back to the area they grew up in, where they have social and family ties. They belong to a land, history, genealogy, culture, and community which is also an identity group and solidarity network. They are very sociable and committed to their village, and make efforts to share their symbolic heritage with their community and children. With time, they may become builders and unifiers. The fact that they are returning to their roots may be motivated by a break-up (family or professional status) or the loss of a city status that requires a "return to sources". This return results in new learning and renewed interest in values that were almost forgotten. The residential installation of heirs is mainly symbolic; it falls within the scope of taking back a family or traditional house, or is at least a sign of settling down.

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[5] Social mobility refers to a change in intergenerational social standing. Mobility may be upward or downward. **9**
Upward movement means moving up the social ladder (Historica Foundation of Canada, 2006).

What Migration Candidates Need to Know

It should be understood that people wishing to settle in a rural environment are not all familiar with local agencies, what their logo means, etc. A welcome kit containing an inventory of resources, businesses, and professional services may greatly facilitate the settlement and integration of a new resident.

In general, migration candidates need to know the following:

- What the municipality is providing in terms of services and facilities
- Services available, especially for families: day-care centre, transportation, day camp, etc.
- Social, cultural or recreational activities
- Housing options (houses for sale or building lots);

- Agencies providing support in carrying out projects
- Career opportunities
- Communications services available (high speed Internet);
- Businesses to take over or business development opportunities
- Associations or groups that help establish a social or professional network.

The story of a young couple

Cerfs d'Alexis: A taste of adventure… to create an agri-food company

When Daphné Leclair and Paul Aubry left Montreal, in 2000, they had no project other than changing their life and offering their two young children – two years old and eight months old – a great place to grow up.

Before taking the big step, neither really knew the rural or agri-food world. A mechanical engineer, Paul was a hunting and fishing enthusiast who had a summer job on a hog farm when he was a student. Daphné was a marketing advisor for a restaurant chain. Both loved good food.

After quitting their jobs and selling their home, their first goal was to purchase a house in the country and spend six months there without working in order to get settled.

Five years later, they admit that they had a few aces up their sleeves, beginning with their ability to cope with insecurity. "We had an education and it was always possible to get another job," explained Paul. However, working together was important for them. "Settling in a rural area and developing a business was a team project, not the work of just one individual."

After going through the Quebec country side, they found their home in Mauricie. For them, it was vital to make use of the land. The idea of selecting a breed of livestock and developing products in a niche market presented itself. That's how they chose the red deer, a rustic animal that can spend the winter outside. But what could they do with these animals?

Through the support of the Maskinongé's Centre local de développement (CLD) "which were the first to believe in our project" and the *Société d'aide au développement des collectivités (SADC)*, they were able to get started on their project. Today, Cerfs d'Alexis is marketing fine meats to a vast network of restaurants in Quebec.

Ties were gradually established with local people. "Some local people were very open – there is a lot of solidarity and they can be trusted." In her rare leisure time, Daphné chose to do volunteer work in the municipality. She makes snacks in the Cerfs d'Alexis's processing plant that are distributed to the village school.

Research Report "Les migrations ville-campagne et leurs conséquences dans les territoires ruraux du Québec" (A.Péricard, 2006).

Examples
of Welcoming Communities

**Sainte-Clotilde-de-Beauce's
Immigrant Welcoming Committee**

After conducting a strategic planning exercise to reverse its demographic decline, the municipality, along with the areas' key stakeholders and the ICI (Intégration communautaire des immigrants (Community Integration of Immigrants) started, in 2004, to facilitate the settlement of families from Colombia, Iraq, and Nicaragua to their region.

Despite the availability of multiple jobs and a remarkable economic dynamism, the Sainte-Clotilde-de-Beauce's population kept getting smaller. The majority of local business employees came from out of town, mainly from the surrounding municipalities with more significant means of development, especially on the residential level. In 2003, the school board shut the school down without any warning. Through constant pressure, it agreed to reopen it one year later for a period of three years, on the conditions that the number of students increased and the municipality provided approximately $15,000 worth of services per year to the school.

In 2004, fifteen families (totalling 30 children at the time) thus settled in Sainte-Clotilde, followed by five more; two of them left. The school's survival was guaranteed. Many actions have been taken to facilitate the new residents' integration.

The arrival of over fifty new Quebec residents in the area could sometimes lead to a lack of mutual understanding and feelings of rejection. To adress this, local leaders and officers always reacted immediatley so misunderstandings wouldn't escalate. Posters were disseminated and activities organized to inform the local population and create exchange forums.

Most Sainte-Clotilde-de-Beauce inhabitants have contributed to their fellow citizens' settlement by welcoming them. The close cooperation of a small group of key stakeholders played a decisive role in the project's success, especially the mayor, town clerk, citizens, and local business representatives.

Research Report "Les migrations ville-campagne et leurs conséquences dans les territoires ruraux du Québec" (A.Péricard, 2006)

***Comité d'accueil pour les nouveaux arrivants professionnels et entrepreneurs (CANAPÉ)* (Welcoming Committee for Professional Newcomers and Entrepreneurs), Abitibi-Ouest RCM**

The CANAPÉ was founded in 2001 within the Stratégie pour le retour et l'intégration des jeunes en Abitibi-Ouest (Abitibi-Ouest Youth Return and Integration Strategy), and resulted in a dialogue between the territory's socio-economic stakeholders: chamber of commerce, Carrefour jeunesse-emploi, CLD, SADC, Centre de santé et de services sociaux, city of La Sarre, Emploi-Québec, and school board. The project benefits from the services of a migration officer.

The CANAPÉ is in charge of organizing hospitality activities to enhance the settlement of new professionals or entrepreneurs in Abitibi-Ouest. Among other activities, a meet and greet allows newcomers to familiarize themselves with the community and the various services available in a playful and relaxed atmosphere. A slide presentation drawing a picture of the region is presented, and games are played to help newcomer integration.

***Corvée collective*, L'Islet RCM**

Faced with a serious problem regarding aging and the exodus of its population that had serious repercussions on the region's socio-economic fabric, the L'Islet RCM started, through the implementation of the National Rural Policy, to mobilize all its dynamic forces to deal with this situation. The Corvée collective project was thus developed in the L'Islet RCM.

Its goal is to provide integrated services so that the RCM becomes a privileged living environment. The implemented methods mainly include financial incentives to promote home ownership for families wanting to settle in the area, and the authorities have introduced policies, both at the administrative region and RCM level, relative to, among others, family, culture, employment support, and hospitality.

Saguenay–Lac-St-Jean's MigrAction Strategy

The goal of the MigrAction Strategy project is to establish conditions favourable to youth settlement in Saguenay–Lac-Saint-Jean, and the project is carried out by young people involved in their community and belonging to youth organizations. They endorse this strategy and directly participate in its implementation through various activities organized and messages shared by them.

Conclusion

The extent of the demographic challenge anticipated for a majority of rural territories is highlighting the primordial importance of human capital for the rural environments' social regeneration and economic vitality.

The population decline in "rural environments" may be reversed, as demonstrated in several European cases. Recent data confirm a trend towards migration in Quebec rural environments; this trend is growing fast and extending to a growing number of areas.

The areas' attractiveness depends on their ability to establish settlement conditions and provide appropriate services and facilities. The benefits, in a global and new technology context, can mean that the arrival of new people with various skills may in turn generate economic activity and develop underexploited potential.

Migration remains a complex procedure and the migrants' path, just like the welcoming communities' approach, may be varied. However, the success of such a strategy depends on will, collective approval, and initiative that promote the development of a host culture.

Migration must be part of a coherent and coordinated strategy along with the other economic renewal approaches. It must take into account the area's global demographic issue. Furthermore, reflecting in advance on the contributions and implications of migration helps predict effective actions and activities, not only to attract and welcome migrants, but also to facilitate their medium to long term integration, as well as their involvement in developing the community.

Sources of Information and Support Organizations

On the RCM's Territory

Regional County Municipalities (RCMs)
RCMs are supra-local bodies bringing together all municipalities of a defined area. Their objective is to facilitate the pooling of services and management of regional decisions influencing several municipalities. They assume many responsibilities, including land-use planning, as well as the implementation of the Pacte rural (Rural Treaty).
Visit http://www.mamr.gouv.qc.ca

Centre local de développement (CLD)
In each RCM, *CLD*s provide front-end services as regards technical and financial support. In general, they have a local development support mandate and, depending on the area's priorities, the rural development officer may support the implementation of a hospitality approach.
Visit http://www.acldq.qc.ca

Société d'aide au développement des collectivités (SADC)
Depending on the areas, the SADCs provide different support measures (research and development, business plan develop-ment, project monitoring, etc.) and financing tools. Within their local development section, they may become partners and provide resources to support the implementation of a hospital-ity approach.
Visit http://www.reseau-sadc.qc.ca

Carrefour jeunesse-emploi
The *Carrefours jeunesse-emploi* are autonomous community-based agencies that can be found anywhere in Quebec. Their mandate is to support and guide 16 to 35 year-old young adults in their economic and social integration approaches. Several *Carrefours jeunesse-emploi* are responsible for implementing the *Place aux Jeunes.*
Visit http://www.cjereseau.org/fr/cje_ouTrouver.asp

At the provincial level

Place aux jeunes
The *Place aux jeunes*' mission is to counter the exodus of young Quebecers and support the migration of young qualified professionals towards regions.

To do so, Place aux jeunes offers various support activities for young people 18 to 35, who finished or almost finished school.

Usually, the Place aux jeunes activities are confided to various sponsoring organizations related to youth: *carrefours jeunesse-emploi, centres locaux de développement*, chambers of commerce, or other "youth organizations".
Visit http://www.placeauxjeunes.qc.ca

Carrefour BLE
The Carrefour BLE is a non-profit organization whose mission is to promote entry into employment for immigrant workers, especially within the agri-food and environment industries.
Visit http://www.carrefourble.qc.ca

Programme d'accompagnement des nouveaux arrivants (PANA) *(Support Program for New Immigrants)*
The aim of this financial assistance program is to support non-profit organizations that want to contribute to the social and economic integration of newcomers (immigrants) into Quebec's society.
Visit http://www.immigration-quebec.gouv.qc.ca/fr/partenaires/aide-financiere/pana/index.html

Index of partner organizations of the ministère de l'Immigration et des Communautés culturelles, per administrative region and boroughs
Over 150 partner organizations of the *ministère de l'Immigration et des Communautés culturelles*, spread over the entire province, provide various free services for immigrants:

- reception
- integration support
- labour market integration
- adapted French courses
- support to special clients (women, less fortunate families, etc.).

Visit http://www.immigration-quebec.gouv.qc.ca/ publications/fr/divers/repertoire-complet.pdf

Programme d'aide à l'intégration des immigrants et des mi-norités visibles en emploi (PRIIME) *(Employment Integra-tion Program for Immigrants and Visible Minorities)*
The *PRIIME* is an incentive to support small to medium-size businesses so they will hire immigrants and visible minorities for regular positions to be filled.
Visit http://emploiquebec.net/anglais/individus/msemploi/soutien.htm

Programme régional d'intégration (PRI) *(Regional Integration Program)*
The Programme régional d'intégration supports the common actions of local and regional partners to increase the immi-grants' contribution towards demographic, social, and eco-nomic development in Quebec.
Visit http://www.immigration-quebec.gouv.qc.ca/fr/partenaires/aide-financiere/pri/index.html
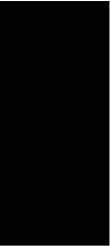
Reminder

The rural areas' future henceforth depends on their ability to attract and welcome new expertise, and create a framework for the development of skills and resources that are often underestimated.

Approach to becoming a welcoming community:

1. Affirming local leadership and implementing a host culture

2. Developing a strategy

3. Setting up a welcoming committee

4. Communications and mobilization

5. Setting up and updating an action plan.

Key items for a successful approach:

- Planning for the medium and long term

- Involving local population and institutions

- Creating a partnership with RCM organizations to support the approach.

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SRQ Publications

This reflection guide is an awareness tool intended for local stakeholders, adding to the other publications that are already available at SRQ.

In order to support area development, SRQ has published the following:

in the Réflexion series:

- *La reconversion des territoires ruraux : agir ou réagir?*
- *La recomposition des territoires ruraux*
- *Regard sur les approches de développement*
- *Tant vaut le village, tant vaut le pays*
- *L'avenir des petites collectivités avec ou sans services*
- *L'ABC des entreprises collectives*
- *L'ABC du financement.*

in the Action series:

- *La résolution de conflits*
- *L'art d'animer, de décider et d'agir*
- *La Grande roue du développement*
- *Les quatre temps du projet*
- *L'école au village: mode d'emploi.*

in the Études rurales collection:

- *Les terroirs* Box Set
- *La nouvelle économie rurale*
- *Le village au quotidien*
- *Pour un réseau de transport intervillages.*