

Insight into the Labour Profile of the English-speaking Community in the Côte-Nord

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Prepared for the North Shore
Community Association

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EXECUTIVE STATEMENT

As part of their mandate to provide support and services to the English-speaking community in the Côte-Nord region of Québec, the North Shore Community Association (NSCA) has undertaken a labour profile research project to identify the employment situation in the region. The goal of the project is to identify the needs of community members to better integrate them into the local economy, as well as what projects and activities would best respond to the most pressing needs of the community.

The report focuses on existing information gathered from a variety of sources to paint a picture of the labour situation of the English-speaking community. The information gathered highlighted critical issues facing the community which included low yearly labour participation rates, low income levels, high unemployment rates, and an under-skilled and under-trained workforce. Overall, we see a community which is economically vulnerable and at-risk of further stagnation in its development, as well as one which is facing particular barriers to participating in the region's evolving economic development.

The report was published in March of 2022 and updated in August of 2023 by the Provincial Employment Roundtable (PERT) to include updated statistics from the 2021 Census of Canada. As a result, this report presents the most recent information on the labour market status of English speakers in Côte-Nord. English speakers' employment situation has not changed significantly since the 2016 census; they continue to experience significant barriers to entry and retention in the labour market, which are reflected in their higher unemployment rates and lower incomes as compared to French speakers in the region.

There are significant opportunities which the NSCA can undertake to respond to these issues, however, focusing broadly on programs and activities around labour force, community, and education & training development. Focusing programs and activities in these key areas will help the organization fulfill its mandate of supporting the development of the English-speaking community and respond to many of the short and long-term challenges the community members face. Examples of potential programs and activities involve French-language training, seasonal workforce upskilling programs, improving access to professional and technical training programs, and increasing and improving cultural activities which promote a sense of belonging for community members.

As a first step, it is recommended that the organization focus on expanding training and employment support programs for community members with an emphasis on labour force integration. This can include helping community members prepare and enter the workforce, providing training while either under or unemployed, and targeting specific demographics within the community - such as women, youth, and minority groups - who are particularly vulnerable to lower rates of labour force participation. While employment services do exist in the region, ones which are created specifically to service the English-speaking community are noticeably lacking and can be developed by the NSCA. It is also recommended that the NSCA continues to raise awareness amongst local and provincial stakeholders concerning the labour situation of the community, as well as working on expanding long-term education and training programs which specifically target English speakers. As with other regions of Quebec, one of the most pressing issues facing the community is adequate French-language skills, and improvement of these skills amongst community members should also be a priority for the organization.

Improving the labour profile of the community will be difficult, requiring not only financial support but also the mobilization of key stakeholders to help develop and implement the necessary programs and activities. Still, the benefits of improving the ability of the English-speaking community to integrate into the regional economy will benefit overall development and strengthen the community's resiliency in the face of economic challenges. Luckily, the NSCA is already well positioned as a key resource supporting the English-speaking community and can take a leadership role, using its existing network to mobilize the resources necessary.

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4



TABLE OF CONTENTS

Executive Statement	3
Acknowledgements & Publication Information	4
Table of Contents	5
Introduction	7
NSCA Information	8
Methodology	8
Regional Background	9
The Côte-Nord Economic and Labour Profiles	13
English-speaking Community	16
Education Profile	27
Economic Development and Emerging Economies	30
Recommendations	31
Conclusion	39
Table 1.a: Total Population in Côte-Nord by Language and MRC (FOLS-A) (2016 Census)	10
Table 1.b: Total Population in Côte Nord by Language and MRC (FOLS-A) (2021 Census)	10
Table 2: Top Industries in Côte-Nord (2021 Census)	14
Table 3: Total Population by Language and MRC (FOLS-A) (2021 Census)	16
Table 4.a: Top Industries for English Speakers in Côte-Nord (FOLS-A) (2016 Census)	17
Table 4.b: Top Industries for English Speakers in Côte-Nord (FOLS-A) (2021 Census)	18
Table 5: Top Industries for English Speakers in Côte-Nord by MRC (FOLS-A) (2021 Census)	19
Table 6: Average Weeks Worked in Reference Year in Côte-Nord by Language and MRC (FOLS) (2021 Census)	22
Table 7: Labour Force Participation in Côte-Nord Rate by Language and Census Division (FOLS) (2021 Census)	23
Table 8: Average After-tax Income During Reference Year in Côte-Nord by Language and MRC (FOLS) (2021 Census)	24
Table 9: Income Brackets in Côte-Nord During Reference Year by Language (FOLS) (2021 Census)	24
Table 10: Unemployment Rate in Côte-Nord by Language and Census Division (FOLS) (2021 Census)	25
Table 11: Work Activity During Reference Year in Côte-Nord by Language and Census Division (FOLS, OLMC) (2021 Census)	26
Table 12: Education Levels in Côte-Nord by Language and Census Division (FOLS, OLMC) (2021 Census)	28

INTRODUCTION



The Côte-Nord is one of the largest administrative regions in Quebec. Its easternmost edge borders Labrador, and the region stretches all the way to the Saguenay–Lac-Saint-Jean and Nord-du-Québec to the west. The region abounds in natural beauty: sprawling forests, towering mountains, pristine lakes and rivers, and the coastline of the St-Lawrence waterway.¹ The Côte-Nord is also strategically placed as an important economic driver for the rest of Québec, rich in minerals and forest products, and supplying the province with over 30% of its

affordable hydroelectricity with several significant energy projects dispersed throughout the region.

Despite its large geographic area and resource wealth, the Côte-Nord has a relatively modest population when compared with other regions of Quebec. The Côte-Nord, the Nord-du-Québec, and Gaspésie-Îles-de-la-Madeleine are the smallest regions in the province in terms of population, but they are geographically large (See Table 1). The region's population is generally rural, with small clusters of communities found within the vast territory's body. Much of the population lives along the coastline of the St-Lawrence River – largely concentrated in the region's two major urban centres of Baie-Comeau and Sept-îles.²

Like many other administrative regions of Quebec, there is a significant English-speaking population living throughout the Côte-Nord. This demographic makes up a little over 5% of the region's total population and has a variety of diverse backgrounds. In particular, there are large First Nations communities in the region, many of whom identify as speaking English as their first official language for statistical purposes and whose socio-economic situations differ considerably from other communities. Overall, the English-speaking community is actively engaged in the regional economy. However, it is also a group that faces several barriers to being able to engage fully in the economic development of the region because of a shrinking and aging population, outmigration of community members, and increasingly poor labour opportunities and engagement. These challenges place the community at socio-economic risk. Of note throughout the report are the community's high unemployment rates, which are lower than regional average income levels and a predominance of part-time or seasonal work.

The purpose of this report is to provide context to the labour situation of the English-speaking population in the Côte-Nord through a comparison of socio-economic data found in existing research. The comparison seeks to provide the *North Shore Community Association* (NSCA) with a better understanding of the labour challenges the community faces with the goal of identifying opportunities for employment and economic development improvements to support the community informed by the identified needs of industries in the region. This report

¹ Immigration Québec. (2022). “The Côte-Nord region at a glance.” Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/cote-nord.html#territoire>.

² More than half of the region's population are in the municipal regions in which the two major urban centres are located.

will help inform future activities undertaken by the NSCA to address labour challenges of the community and improve English speakers' participation in the economic development of the Côte-Nord.

It begins with a brief background of Côte-Nord, including an overview of the geography and the distribution of its habitants. This provides context for an analysis of the region's economy and labour market, including major industries and areas of growth. The report then breaks down the economic and labour profile of the English-speaking community focusing on its participation within the region and the challenges community members face. Finally, the report analyzes the key strengths and weaknesses of the community in the region and provides potential avenues for the NSCA to focus attention on improving the labour profile over the short and long term. This final part of the report includes both general and specific recommendations for ways to address labour gaps facing the community and should be seen as a starting point for the development of community responses.

NSCA INFORMATION

Established in 2000, the NSCA is a regional non-profit organization which serves, represents, and acts as a voice for the English-speaking community in the Côte-Nord. Headquartered in Baie-Comeau, the NSCA provides services to English community members from Tadoussac, located at the entrance to the Saguenay River, to Havre-St-Pierre, the largest town in the region's most eastern municipality of Minganie. Apart from helping communities along the Saint-Lawrence Seaway, the NSCA also provides support in the region's more remote northern areas, with activities based in the towns of Fermont and Schefferville.³ The main activities of the NSCA include improving access to information and services, working on community initiatives, improving communication, developing partnerships, and increasing the visibility of the English-speaking community.

METHODOLOGY

The report uses existing literature to create a portrait of the labour market in the Côte-Nord with an emphasis on gathering information related to the English-speaking community. To establish the context of the community's labour situation, this report uses publicly available resources such as census data and existing studies published by academic, government, and private sector stakeholders. The report uses a mixed-method approach that combines qualitative and quantitative sources. Documents are compared to create the overarching picture of the situation and develop recommendations for the NSCA focus on.

The statistical information in the report relies on Statistics Canada's 2016 and 2021 censuses and related data products, as well as socioeconomic data published by the Institut de la statistique du Québec. As quantitative information is gathered from databases which use estimation measurements, the figures are not always exact for comparison but rather provide an approximation of the labour situation in the Côte-Nord. One challenge is that statistical information specific to the socio-economic status of the English-speaking population is lacking within much of the existing data. Apart from the 2016 and 2021 censuses, no comprehensive data sources are available that provide an up-to-date picture of labour force indicators in the Côte-Nord that differentiate

³ NSCA. (2021). "Welcome to the North Shore Community Association." Baie-Comeau: North Shore Community Association. <https://www.quebecnorthshore.org/>.

linguistically. For example, the Institut de la statistique du Québec provides comprehensive information on overall labour performance in the region, breaks it down by age, employment type, and activity, but does not differentiate population performance based on language.

Since data specific to the English-speaking community is mainly gathered from the census, it should be noted that data products are not always directly comparable with other similar data sources. For example, some sources break up the geographic distribution by municipalité régionale de comté (MRC), while others combine data of Sept-Rivières and Caniapiscau, and Minganie and le Golfe-du- Saint-Laurent in census divisions. For this report, information is presented as it was published, where possible. If two sources use a different breakdown, the information is still compared in this report, but the reader must keep in mind that the measurement statistics may not match.

REGIONAL BACKGROUND



The Côte-Nord is Québec's second largest administrative region by total land area, estimated to be 247,655.33 square kilometres in size – around 18% of the province's total area.⁴ The region is divided into six regional municipalities (municipalités régionales de comté – MRC) including Caniapiscau, La Haute-Côte-Nord, Le Golfe-du-Saint-Laurent, Manicouagan, Minganie, and Sept-Rivières. The population is dispersed throughout the region, with most inhabitants residing either in or near the two major population centres – Sept-îles and Baie-Comeau – as well as along the coastline of the St-Lawrence River and Gulf.⁵ As the region is geographically large with a relatively small population, much of it has not seen development, and some northern communities are not accessible by land. Table 1 provides a breakdown of populations per MRC and the concentrations in line with where the major population centres are located – Sept-Rivières and Manicouagan.

⁴ StatsCan. (2022). Census Profile, 2016 Census, Côte-Nord [Economic Region], Québec [Province]. Ottawa: Government of Canada. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=ER&Code1=2480&Geo2=PR&Code2=24&SearchText=Cote-Nord&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=2480&TABID=1&type=0>.

⁵ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Quebec: Government of Quebec. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

Table 1.a: Total Population in Côte-Nord by Language and MRC (FOLS-A)⁶ (2016 Census)

GEOGRAPHY	TOTAL POPULATION	ENGLISH SPEAKERS	FRENCH SPEAKERS
La Haute-Côte-Nord	10,655	30	10,630
Manicouagan	30,330	300	29,980
Sept-Rivières	34,680	1,155	33,458
Caniapiscau	3,900	700	3,098
Minganie	6,475	85	6,310
Le Golfe-du-Saint-Laurent	4,645	2,905	1,608
Côte-Nord	90,680	5,175	85,088

Table 1.b: Total Population in Côte Nord by Language and MRC (FOLS-A) (2021 Census)

GEOGRAPHY	TOTAL POPULATION	ENGLISH SPEAKERS	FRENCH SPEAKERS
La Haute-Côte-Nord	10,190	38	10,153
Manicouagan	29,890	315	29,490
Sept-Rivières	33,790	1,115	32,590
Caniapiscau	3,885	918	2,903
Minganie	6,325	73	6,163
Le Golfe-du-Saint-Laurent	3,340	2,840	505

⁶ This table uses the concept of First Official Language Spoken - Adjusted (FOLS-A), derived from Statistics Canada's First Official Language Spoken (FOLS) calculation, which categorizes individuals according to which of Canada's two official languages they speak (English, French, both, or neither). The FOLS-A method evenly distributes individuals who speak both English and French as their first official among English and French speakers. This is done to provide a more accurate portrait of the Anglophone and Francophone population in Québec. FOLS designation is a derived concept, taking into account a person's knowledge of Canada's two official languages, their mother tongue, and their home language (i.e. the language they speak most often at home).

Côte-Nord	87,420	5,298	81,803
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In Côte-Nord as a whole, as well as half of its MRCs, the population has decreased between the 2016 and 2021 censuses. La Haute-Côte-Nord, Manicouagan, and Caniapiscau are the MRCs where the English-speaking community experienced modest population growth. The two MRCs that house the largest populations of English speakers, Le Golfe-du-Saint-Laurent and Sept-Rivières, witnessed a modest population decline among English speakers. Notably, the Indigenous settlements of Pakuashipi and Romaine 2, which are located in Le Golfe-du-Saint-Laurent and speak French as their first official language, did not complete the 2021 because the dwellings could not be enumerated. They did, however, complete the 2016 census, reporting a combined population of approximately 1200 in 2016. This accounts for the drop in population observed among French speakers in this area.⁷

In 2020, the Institut de la statistique estimated that the total regional population was 90,529 inhabitants – approximately 3,000 less than the estimate in the 2021 census.⁸ Côte-Nord also faces a negative interregional migration number: from 2019 to 2020, approximately 214 people left the region. They were not replaced, suggesting that the region faces difficulties attracting individuals from outside the area.⁹ Long-term population projections by the Québec government indicate that the population decrease will continue. Côte-Nord is expected to see an estimated 13% total population decrease by 2041, a loss of around 11,768 people.¹⁰ This places the Côte-Nord as one of five administrative regions particularly vulnerable to population decreases over the next 20 years. Furthermore, current data suggests that not only is the population in the region decreasing, but that this decrease is expected to particularly impact the population aged 20 to 64 years of age, with an expected 29% decrease for this age category by 2041.¹¹

Most of the region's population - 58% - is aged between 20 and 64 years. 20.9% of the population is 0-19 years of age, and 20.4% over 65. The average age in the region in 2020 was 43.6 years old, and the median age was 45.7

⁷ Statistics Canada. (2022) "Incompletely enumerated reserves and settlements." Canada: Government of Canada. <https://www12.statcan.gc.ca/census-recensement/2021/ref/iers-repd-eng.cfm>

⁸ Statistique Québec. (2022). "Principaux indicateurs sur le Québec et ses régions - Côte-Nord." Québec: Institut de la statistique du Québec. <https://statistique.quebec.ca/fr/vitrine/region/09>

⁹ The interregional migration number refers to the population moving between regions. A negative means that more individuals left a region than moved to it. Statistique Québec. (2021). "Bulletin sociodémographique - La migration interrégionale au Québec en 2020-2021: Les pertes accrues des grands centres profitent à plusieurs régions." Québec: Institut de la statistique du Québec. <https://statistique.quebec.ca/fr/fichier/migration-interregionale-quebec-2020-2021-pertes-grands-centres-profitent-regions.pdf>

¹⁰ Statistique Québec. (2022). "Bulletin sociodémographique: Mise à jour 2021 des perspectives démographiques du Québec et des régions, 2020-2066." Québec: Gouvernement du Québec. Pg. 2-3. <https://statistique.quebec.ca/fr/fichier/mise-a-jour-2021-perspectives-demographiques-quebec-regions-2020-2066.pdf>.

¹¹ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf

years.¹² It is important to note that both the average and median ages in the region have increased by around three years since 2010. The population will continue to age, which will increase the average and median ages higher over time. If current projections continue, by 2041, the average age in the region is expected to be 47.1 years, with a greater weight of the population falling into the 65+ category and a loss of younger populations.¹³

In November 2021, Emploi-Québec estimated that of the region's total population, around 47,800 were employed, representing a decline of approximately 5,000 in six months.¹⁴ Of the estimated up-to-date labour force, 41,600 work full-time. The Côte-Nord region reports that around 56% of the population is employed, which is 4% lower than the provincial average.¹⁵ This is a decrease of approximately seven percent over the same period. Participation rates in the region are similarly low compared with the rest of Quebec, around 59% in November compared with 64.3% average for the province, as well as seeing a similar diminishment from May of the same year. Unemployment in November was at 5.1%, lower than the Quebec average and placing the region fifth for highest rates of unemployment in the province. The variance in unemployment levels during the year is partly explained by the predominance of seasonal industries throughout the region; however, it should be noted that variance in employment over the year does show the resilience of the community for continual work.

Côte-du-Nord's high unemployment rate is not due to an unavailability of work. In the first quarter of 2021, the Côte-Nord reported a job vacancy rate of 6.1%, tied with Nord-du-Québec and placing it as the area with the highest vacancy rate in the entire province.¹⁶ During the second quarter of 2021, this number increased to 7.2%, and the region maintained its position as one of the areas within the province with the highest job vacancy rates.¹⁷ Data suggests that there are open positions available in the region; however, the ability to fill them with members of the labour force continues to be an ongoing issue for employers.

¹² Statistique Québec (2022). "Estimations de la population des régions administratives selon l'âge et le sexe, âge median et âge moyen, Québec, 1er juillet 1996 à 2021." Québec: Government of Québec. https://statistique.quebec.ca/fr/produit/tableau/estimations-population-regions-administratives-selon-age-sexe-age-median-age-moyen#tri_tertr=09&tri_pop=10

¹³ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 8. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_int_portrait_2020.pdf. Statistique Québec. (2022). "Bulletin sociodémographique: Mise à jour 2021 des perspectives démographiques du Québec et des régions, 2020-2066." Québec: Gouvernement du Québec. Pg. 16. <https://statistique.quebec.ca/fr/fichier/mise-a-jour-2021-perspectives-demographiques-quebec-regions-2020-2066.pdf>.

¹⁴ There are several reasons why individuals may have left the labour force since the same time last year including the effects of the pandemic, less employment opportunities, and retirement. Statistique Québec. (2022). "Caractéristiques du marché du travail, données mensuelles désaisonnalisées, régions administratives et ensemble du Québec – Emploi." Québec: Government of Québec. https://statistique.quebec.ca/fr/produit/tableau/caracteristiques-du-marche-du-travail-donnees-mensuelles-desaisonnees-regions-administratives-et-ensemble-du-quebec#tri_es=2

¹⁵ Statistique Québec. (2022). "Caractéristiques du marché du travail, données mensuelles désaisonnalisées, régions administratives et ensemble du Québec – Taux d'emploi." Québec: Government of Québec. https://statistique.quebec.ca/fr/produit/tableau/caracteristiques-du-marche-du-travail-donnees-mensuelles-desaisonnees-regions-administratives-et-ensemble-du-quebec#tri_es=7

¹⁶ Statistics Canada. (2021). "Job Vacancies, First Quarter 2021." Ottawa: Government of Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/210622/dq210622a-eng.htm>. Statistics Canada. (2022). "Labour Market Indicators: By Province, Territory and Economic Region, Unadjusted for Seasonality." Ottawa: Government of Canada. <https://www150.statcan.gc.ca/n1/pub/71-607-x/71-607-x2017002-eng.htm>

¹⁷ Statistics Canada. (2021). "Job Vacancies, Second Quarter 2021." Ottawa: Government of Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/210921/dq210921a-eng.htm>

THE CÔTE-NORD ECONOMIC AND LABOUR PROFILES

The economy of the Côte-Nord is diverse because the region encompasses such a large geographic area, and different sectors are predominant in different areas. There is significant investment in natural resource extraction, specifically mining, lumber, fisheries, as well as hydroelectric power.¹⁸ When comparing this primary sector economy with the rest of Quebec, the Côte-Nord reports 7% of regional jobs within the natural resource extraction sector, compared with 2.6% for the rest of the province. The natural resource extraction sector is seeing significant growth and development, and the Côte-Nord has several development projects specifically related to improving and increasing these industries.



While natural resource extraction is significant, the Côte-Nord also boasts an impressive secondary sector labour force. The sector concentrates specifically on the manufacturing of the region's extracted materials for export – such as mineral refineries and lumber processing. It is estimated that the secondary sector accounts for 20% of the jobs in the region, helping to support and continue the development of the primary sector. Exports from the region's primary and secondary sectors are staples of economic growth for the Côte-Nord, accounting for approximately 78% of the region's total gross domestic product.

Apart from natural resource development and manufacturing as notable parts of the regional economy, the Côte-Nord also has a thriving tourism sector. It is a destination location for visitors year-round. Over the years, investment has been placed into increasing tourist attractions throughout the region, and its growing hospitality sector has made the Côte-Nord a destination for visitors.¹⁹ Immigration Québec estimates that the tourism sector has a yearly impact on the regional economy of around \$150 million – either directly or indirectly.²⁰

While the primary and secondary sectors have significant labour impacts on the workforce, the tertiary sector accounts for over 72% of the region's total workforce.²¹ This is not unexpected, as a labour profile for a region

¹⁸ Immigration Québec. (2022). "The Côte-Nord region at a glance." Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/cote-nord.html#territoire>.

¹⁹ Government of Canada. (2021). "Backgrounder: Supporting Winter Tourism in the Côte-Nord Region." Ottawa: Government of Canada. <https://www.canada.ca/en/economic-development-quebec-regions/news/2021/04/backgrounder-supporting-winter-tourism-in-the-cote-nord-region.html>

²⁰ For example, while tourist attractions such as snowmobiling, historical sites, and tours are direct beneficiaries to the industry's development, others such as lodging, retail, and food services also are positively affected by increases in tourism. Immigration Québec. (2022). "The Côte-Nord region at a glance." Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/cote-nord.html#territoire>.

²¹ Immigration Québec. (2022). "The Côte-Nord region at a glance." Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/cote-nord.html#territoire>.

will generally be based on production and service profiles for other industries and will make up the core of a region's labour workforce.²² Table 2 below indicates that the top three industries in the Côte-Nord labour force are health care and social assistance, retail trade, and manufacturing, consistent with the economic profile and the strong primary and secondary sectors.²³

Table 2: Top Industries in Côte-Nord (2021 Census)

INDUSTRY	TOTAL EMPLOYED IN CÔTE-NORD	PERCENT
Health care and social assistance	6,850	16.0%
Retail trade	4,970	11.6%
Manufacturing	3,990	9.3%
Public administration	3,875	9.0%
Educational services	3,360	7.8%
Construction	2,930	6.8%
Mining, quarrying, and oil and gas extraction	2,550	6.0%
Accommodation and food services	2,520	5.9%
Transportation and warehousing	2,195	5.1%
Other services (except public administration)	1,805	4.2%
Total in the region	42,855	100.0%

There are similarities between the composition of the labour force in the region and the population demographics, with some points requiring specific attention. First, a higher percentage of men are employed

²² Emploi-Québec. (2021). Enquête de main-d'œuvre auprès des entreprises de la Côte-Nord: Rapport de recherche. Québec: Gouvernement du Québec. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_RA_Cote_Nord.pdf.

²³ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 12-13. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf

than women: 66.2% of men are employed full-time as opposed to 55% of women.²⁴ Women in the region are not only more likely to be unemployed than men but also their work is largely part-time in nature.²⁵

Age also plays a part in the Côte-Nord labour force, and there are lower labour participation rates amongst the youth population (54.1%) when compared with the rest of Quebec (60.8%).²⁶ This is a challenge for the economic development of the region because youth are overall less active in the economy, significantly less than the last census information gathered in 2006 – around 2% less youth employed in 2016 overall. Furthermore, it is estimated that the total population of individuals aged 15-29 in the region is expected to decrease over time, with some estimates placing the decrease at more than 10% by 2038.²⁷ There are several potential explanations for this decrease, including outmigration of youth populations – especially those in their early 20's. Without access to a strong and stable workforce, the region faces a future labour crisis. On the other end of the spectrum, the labour force in the region is increasingly aging, with almost 40% of the active labour force 55 years and over.²⁸

Most individuals (65.7%) in the Côte-Nord labour force have a post-secondary degree, diploma, or certificate, whereas only 34.3% have either a secondary diploma or lower. The move towards more educational attainment in the region is increasing. In the 2006 census, there was an increase of around 7% in those with post-secondary education, yet it is still lower than the rest of Quebec and requires attention – especially when compared with the labour demands of employers in the region.²⁹ The youth population has high rates of secondary and post-secondary educational achievement (based on 2016-2017 figures).³⁰ There has been an increase in labour demands for skilled and trained workers, especially those with professional and management training.³¹ Men have higher training in technical or trades, whereas women have higher rates of achievement in university

²⁴ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 10. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

²⁵ There are some potential explanations for this difference. For example, women may forgo full-time employment to fill caregiver roles within their families or may find employment which is more flexible or seasonal in nature.

²⁶ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 10. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

²⁷ Statistique Québec. (2019). Regard statistique sur la jeunesse: État et évolution de la situation des Québécois âgés de 15 à 29 ans 1996 à 2018 – Édition 2019, mise à jour. Québec: Government of Québec. Pg. 21-22, 219. <https://statistique.quebec.ca/fr/fichier/regard-statistique-sur-la-jeunesse-etat-et-evolution-de-la-situation-des-quebecois-ages-de-15-a-29-ans-1996-a-2018-edition-2019.pdf>.

²⁸ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 11-12. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

²⁹ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 11-12. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

³⁰ Statistique Québec. (2019). Regard statistique sur la jeunesse: État et évolution de la situation des Québécois âgés de 15 à 29 ans 1996 à 2018 – Édition 2019, mise à jour. Québec: Government of Québec. Pg. 85. <https://statistique.quebec.ca/fr/fichier/regard-statistique-sur-la-jeunesse-etat-et-evolution-de-la-situation-des-quebecois-ages-de-15-a-29-ans-1996-a-2018-edition-2019.pdf>.

³¹ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Québec: Gouvernement du Québec. Pg. 15. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

education. In essence, there is both a labour force and available jobs in the region, yet matching and retaining talent continues to be difficult.

ENGLISH-SPEAKING COMMUNITY

There is a significant English-speaking population living in Côte-Nord, spread out amongst the various MRCs and outlined in Table 3, with much of the community concentrated in areas Sept-Rivières (1,115) and in Le Golfe-du-Saint-Laurent (2,840). The region's second-largest city, Baie-Comeau, has a relatively small English-speaking community, with only 220 individuals reporting in 2021.³² Apart from having communities in the major urban centres, anglophones are also spread out along the St-Lawrence coastline, and there are several First Nations groups who identify for statistical purposes as having English as their first official language. For instance, around 80% of the Naskapi First Nation in Caniapiscau speak English, making up approximately 18% of the MRC's total population.³³

In total, it is estimated that the English-speaking community in the region is approximately 5,298 individuals—6.1% of the region's total population and around 0.06% of Quebec's total population. The MRC of Le Golfe-du-Saint-Laurent has the highest number and percentage of English speakers in a given MRC. Following this, Sept-Rivières has more individual English speakers, while Caniapiscau has a higher percentage of English speakers.

Table 3: Total Population by Language and MRC (FOLS-A) (2021 Census)

TOTAL POPULATION – PERCENTAGE		
GEOGRAPHY	ENGLISH SPEAKERS	FRENCH SPEAKERS
La Haute-Côte-Nord	0.4%	99.6%
Manicouagan	1.1%	98.7%
Sept-Rivières	3.3%	96.4%
Caniapiscau	23.6%	74.7%
Minganie	1.1%	97.4%
Le Golfe-du-Saint-Laurent	85.0%	15.1%

³² Statistics Canada. (2022). "First official language spoken by labour force status, highest level of education and immigrant status and period of immigration: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts," 2022 Census - 25% Sample Data." Ottawa: Government of Canada.

³³ Qu'Anglo. (2019). Developing the English-speaking Community of the North Shore of Quebec. Baie-Comeau: North Shore Community Association.

Côte-Nord

6.1%

93.6%

THE COMMUNITY AND THE LABOUR MARKET

The labour profile for the English-speaking community shows that most people work in the areas of the health and social services, construction, and retail services (See Table 4). In general, much of the community is engaged in tertiary sector work, which supports the primary and secondary economies, and there are areas where extractive and energy industries are predominant, which have a labour force of English speakers. Overall, there is diversification in line with the general regional labour profile with a minor predominance of retail and hospitality services (See Annexe 1).

Table 4.a: Top Industries for English Speakers in Côte-Nord (FOLS-A) (2016 Census)

INDUSTRY	ENGLISH SPEAKERS FOLS-A EMPLOYED	PERCENT
Health care and social assistance	385	12.7%
Construction	355	11.7%
Retail trade	295	9.7%
Accommodation and food services	285	9.4%
Public administration	255	8.4%
Educational services	245	8.1%
Manufacturing	235	7.7%
Transportation and warehousing	215	7.1%
Agriculture, forestry, fishing and hunting	185	6.1%
Other services (except public administration)	110	3.6%
Total English speakers FOLS-A	3,035	100.0%

Table 4.b: Top Industries for English Speakers in Côte-Nord (FOLS-A) (2021 Census)

INDUSTRY	ENGLISH SPEAKERS FOLS-A EMPLOYED	PERCENT
Health care and social assistance	380	14.6%
Construction	270	10.4%
Retail trade	268	10.3%
Educational services	240	9.2%
Agriculture, forestry, fishing and hunting	230	8.8%
Public administration	223	8.5%
Transportation and warehousing	213	8.1%
Accommodation and food services	163	6.2%
Manufacturing	145	5.6%
Other services (except public administration)	100	3.8%
Total English speakers FOLS-A	2,608	100.0%

A further breakdown of the labour force by MRC reveals that English speakers are employed in various industries (See Table 5). Service-oriented industries, such as health and social services, education and public administration, as well as retail and accommodations, remain the dominant areas of employment for the community. Other services, such as manufacturing and construction, rise and fall depending on the MRC. Overall, there is limited employment in the primary and secondary economies, reinforcing the notion that the community leans towards service-oriented labour. Le Golfe-de-Saint-Laurent is an exception, as the third-largest share of English speakers in the MRC work in the agriculture, forestry, fishing, and hunting industry.

Given the small demographic size of the population in certain MRCs – such as the Haute-Côte-Nord and Minganie – there is significantly less labour diversification in terms of industry participation, which can be explained by low population numbers.

Table 5: Top Industries for English Speakers in Côte-Nord by MRC (FOLS-A) (2021 Census)

TOP INDUSTRIES	ENGLISH SPEAKERS	%
LA HAUTE-CÔTE-NORD		
Accommodation and food services	10	100.0%
CANIAPISCAU		
Public administration	88	25.9%
Educational services	50	14.8%
Retail trade	35	10.4%
Health care and social assistance	35	10.4%
Transportation and warehousing	25	7.4%
Mining, quarrying, and oil and gas extraction	20	5.9%
Accommodation and food services	20	5.9%
Utilities	15	4.4%
Administrative and support, waste management and remediation services	15	4.4%
Construction	10	3.0%
MANICOUAGAN		
Retail trade	20	13.8%
Accommodation and food services	20	13.8%
Manufacturing	15	10.3%
Professional, scientific and technical services	15	10.3%

Educational services	15	10.3%
Public administration	15	10.3%
Utilities	10	6.9%
Construction	10	6.9%
Health care and social assistance	10	6.9%
Other services (except public administration)	10	6.9%
MINGANIE		
Retail trade	15	42.9%
Health care and social assistance	10	28.6%
Agriculture, forestry, fishing and hunting	5	14.3%
Public administration	5	14.3%
SEPT-RIVIÈRES		
Educational services	75	14.8%
Administrative and support, waste management and remediation services	55	10.8%
Health care and social assistance	55	10.8%
Retail trade	50	9.9%
Accommodation and food services	50	9.9%
Construction	45	8.9%
Transportation and warehousing	28	5.4%
Manufacturing	25	4.9%

Public administration	23	4.4%
Mining, quarrying, and oil and gas extraction	20	3.9%
LE GOLFE-DU-SAINT-LAURENT		
Health care and social assistance	260	17.7%
Construction	205	13.9%
Agriculture, forestry, fishing and hunting	200	13.6%
Transportation and warehousing	150	10.2%
Retail trade	145	9.9%
Manufacturing	105	7.1%
Educational services	105	7.1%
Public administration	80	5.4%
Accommodation and food services	60	4.1%
Other services (except public administration)	55	3.7%

We see that, on average, the English-speaking community works fewer weeks per year than the French-speaking population (35 versus 41.4 weeks per year) – working on average 6.4 weeks fewer (See Table 6). This is concerning for the English-speaking community as it shows less consistent engagement in the workforce.

There are several potential explanations for this decreased engagement. For one, data indicates that the English-speaking population fills fewer full-time and full-year positions, leaning more towards part-time and seasonal

employment (See Table 7). The community tended to work in service-related industries that may not offer consistent employment year-round – such as retail, construction, and agriculture, forestry, fishing and hunting.



**Table 6: Average Weeks Worked in Reference Year³⁴
in Côte-Nord by Language and MRC (FOLS) (2021**

Census)³⁵

MRC	MRC AVERAGE	FRENCH SPEAKERS	ENGLISH SPEAKERS	ENGLISH & FRENCH	NEITHER ENGLISH NOR FRENCH
Haute-Côte-Nord	39,2	39,2	x	x	...
Manicouagan	41,8	41,8	41,6	35,2	...
Sept-Rivières	42,1	42,2	40,9	36,2	40,0
Caniapiscou	43,4	44,2	40,2	39,6	x
Minganie	37,6	37,5	40,0	42,0	24,0
Le Golfe-du-Saint-Laurent	32,4	35,6	31,8	x	...

A low average number of weeks worked for the English-speaking community does make them more vulnerable to socio-economic challenges. We can also examine the labour force participation rates of the English-speaking community in Côte-Nord and see that the English-speaking labour force has significantly lower participation rates

³⁴ The reference year for the 2021 Census is 2022.

³⁵ In this table, “...” indicates that there is no data available because there is no population in this category. An “x” indicates that there is a population in this category, but the data has been suppressed because the population is too small.

when compared with French speakers. The exception is Haute-Côte-Nord, where English speakers have a higher participation rate, likely owing to the community's small demographic size.

Not only are members of the community working fewer average weeks during the year, but of the total labour force in the region, they report lower overall participation (See Table 7).

Table 7: Labour Force Participation in Côte-Nord Rate by Language and Census Division (FOLS) (2021 Census)

MRC	MRC AVERAGE	FRENCH SPEAKERS	ENGLISH SPEAKERS	ENGLISH & FRENCH	NEITHER ENGLISH NOR FRENCH
Haute-Côte-Nord	52.9%	52.9%	66.7%	100%	0%
Manicouagan	58.6%	58.7%	54.5%	53.1%	0%
Sept-Rivières-Caniapiscou	63.4%	63.8%	56.1%	68.8%	20%
Minganie-Le Golfe-du-Saint-Laurent	63.1%	63.8%	61.9%	58.3%	40%

FULL AND PART-TIME EMPLOYMENT

The English-speaking community works, on average, fewer weeks per year and has lower labour force participation rates, and they also face other economic vulnerabilities. A comparison of income levels also suggests that the incomes of English-speaking communities in Côte-Nord are lower than those of French speakers in the region (See Table 8). In Le Golfe-du-Saint-Laurent, which has the largest English-speaking community in the region, English speakers earn \$12,520 less than French speakers. Meanwhile, English speakers in Caniapiscou earn the highest income of English speakers across Côte-Nord but also experience the largest gap, earning \$22,100 less than French speakers. Low income levels are a critical issue facing the English-speaking community in the Côte-Nord, as it places them closer to poverty levels and makes them more vulnerable to economic shifts, such as rising unemployment and inflation.

Table 8: Average After-tax Income During Reference Year in Côte-Nord by Language and MRC (FOLS) (2021 Census)³⁶

MRC	MRC AVERAGE	FRENCH SPEAKERS	ENGLISH SPEAKERS	ENGLISH & FRENCH	NEITHER ENGLISH NOR FRENCH
Haute-Côte-Nord	\$36,240	\$36,280	\$36,000
Manicouagan	\$41,840	\$41,920	\$41,200	\$32,500	\$18,000
Sept-Rivières	\$46,160	\$46,400	\$40,700	\$38,800	\$45,000
Caniapiscou	\$62,550	\$68,700	\$46,600	\$40,800	\$30,000
Minganie	\$44,280	\$44,400	\$38,000	\$48,000	\$30,000
Le Golfe-du-Saint-Laurent	\$39,480	\$50,200	\$37,680

Breaking down income data further according to language and income level provides a clearer picture of the income vulnerabilities facing the community. In the English-speaking community, 17.0% of individuals earn less than \$20,000 a year, compared to 17.4% of French speakers. A significantly larger share of English speakers as compared to French speakers (49.1% versus 40.1%) earn between \$20,000 and \$49,999, while a larger portion of French speakers as compared to English speakers earn over \$50,000 (42.5% versus 34.2%).

Table 9: Income Brackets in Côte-Nord During Reference Year by Language (FOLS) (2021 Census)³⁷

INCOME LEVELS	ENGLISH SPEAKERS	FRENCH SPEAKERS
Total Population aged 15+ with income	3,995	65,765
Less than \$20,000	680	11,435
\$20,000 to \$49,999	1,960	26,390
\$50,000+	1,365	27,940

³⁶ In this table, “...” indicates that there is no data available because there is no population in this category.

³⁷ CHSSN. (2018). Demographic Profiles of the English-speaking Communities in RTS de la Côte-Nord. Québec: Community Health and Social Services Network. https://10mae22rkruy1i4j5xho7m9u-wpengine.netdna-ssl.com/wp-content/uploads/2021/08/rtso910_RTS_de_la_Cote-Nord.pdf

INCOME LEVELS (PERCENTAGE)	ENGLISH SPEAKERS	FRENCH SPEAKERS
Less than \$20,000	17.0%	17.4%
\$20,000 to \$49,999	49.1%	40.1%
\$50,000 +	34.2%	42.5%

English speakers in the region are also more vulnerable to higher rates of unemployment. With the exception of Haute-Côte-Nord, English speakers in every census division not only have lower income levels but also experience a higher unemployment rate when compared to their French-speaking counterparts. In some areas, this gap is considerable. For instance, in Minganie-Le Golfe-du-Saint-Laurent, the unemployment rate for English speakers is 23.2%, meaning that more than one-fifth of all English speakers in the area are unemployed, compared to less than one-tenth of all French speakers in the same area.

Table 10: *Unemployment Rate in Côte-Nord by Language and Census Division (FOLS) (2021 Census)*

CENSUS DIVISION	CENSUS DIVISION AVERAGE	FRENCH SPEAKERS	ENGLISH SPEAKERS	ENGLISH & FRENCH	NEITHER ENGLISH NOR FRENCH
Haute-Côte-Nord	11.8%	11.7%	0%	0%	0%
Manicouagan	6.3%	6.3%	8.3%	11.8%	0%
Sept-Rivières--Caniapiscou	5.7%	5.4%	9.5%	13.6%	0%
Minganie--Le Golfe-du-Saint-Laurent	13.7%	9.5%	23.2%	28.6%	0%

The English-speaking community in the Côte-Nord is predominantly engaged in more part-time and/or part-year (i.e. seasonal) work during the year (See Table 11). Furthermore, the community also has lower income levels and higher unemployment rates than the region as a whole, and the French-speaking population in particular. The statistical information points towards a community that is particularly vulnerable to downward economic changes, as well as one that is not fully integrated into the region's economic development.

Table 11: Work Activity During Reference Year in Côte-Nord by Language and Census Division (FOLS, OLMC)³⁸ (2021 Census)

CENSUS DIVISION	CENSUS DIVISION TOTAL	FRENCH SPEAKERS	OFFICIAL LANGUAGE MINORITY COMMUNITY
HAUTE-CÔTE-NORD	8,835	8,805	20
Did not work	3,920	3,910	0
Worked	4,910	4,895	15
Worked full-year, full-time	2,390	2,390	0
Worked part year and/or part-time	2,520	2,500	15
MANICOUAGAN	24,775	24,380	300
Did not work	9,845	9,670	130
Worked	14,930	14,715	170
Worked full-year, full-time	8,275	8,170	85
Worked part-year and/or part-time	6,660	6,550	90
SEPT-RIVIÈRES--CANIAPISCAU	30,380	28,540	1,550
Did not work	10,500	9,775	608
Worked	19,885	18,765	950
Worked full-year, full-time	11,485	10,930	475
Worked part-year and/or part-time	8,400	7,840	473

³⁸ OLMC stands for Official Language Minority Community, and is derived through the same calculation as FOLS-A.

MINGANIE--LE GOLFE-DU-SAINT-LAURENT	8,055	5,435	2,565
Did not work	2,575	1,725	830
Worked	5,485	3,720	1,733
Worked full-year, full-time	2,300	1,700	585
Worked part year and/or part-time	3,180	2,015	1,148

EDUCATION PROFILE

The educational background of any community is critical to understanding its labour profile. Stakeholders have identified the need for higher qualifications for the Côte-Nord workforce, especially for filling higher-paying professional and technical positions in the primary, secondary, and tertiary sectors. This can include positions related to professional services, such as engineering, accounting, finance, or legal, as well as technical positions in the trades. The region has some capacity to take on this challenge. There is an established network of educational institutions, ranging from elementary school to the university levels. The regional CEGEPs are concentrated in the cities of Baie-Comeau and Sept-îles, each of which offer general, professional, and technical training programs, as well as having schools specific to continuing education and business services. Elementary and high school education is offered under the five school boards in the region, primarily in French, which also



provide adult education and professional development courses.³⁹

Like many other regions of Quebec, university services are offered in collaboration with CEGEPs. Currently, the Université du Québec à Rimouski (UQAR) is working in partnership with the CEGEP de Baie-Comeau to provide courses for the Western half of the region, whereas the Université du Québec à Chicoutimi (UQAC) has a partnership with the CEGEP de Sept-îles to service the

³⁹ The school boards include the Commission scolaire de la Moyenne-Côte-Nord, Commission scolaire de l'Estuaire, Commission scolaire du Fer, Commission scolaire du Littoral, et la Commission scolaire Eastern Shores. Gouvernement du Québec. (2022). "Contact Information for School Board." Québec: Gouvernement du Québec. <https://trouvezvotreespace.com/espace-dambitions/education/>

Eastern half of the region.⁴⁰ Tertiary education is generally offered only in French, with a limited number of options available for English speakers or offered bilingually.⁴¹ This presents a certain educational barrier, as it does within the labour market, because movement beyond high school to CEGEP and university requires adequate French-language skills from English speakers. If English speakers wish to pursue professional or technical training beyond secondary school, they usually must have higher comprehension levels of French, or they can decide to relocate to an urban centre outside of the region – like Montreal – where there are more choices for courses offered in English.

The education profile for the English-speaking communities in the region varies. In Minganie--Le Golfe-du-Saint-Laurent, for example, the largest share of English speakers do not have any educational degree. In Sept-Rivières-Caniapiscou, most English speakers have a postsecondary certificate, diploma, or degree. This is also the case in Manicouagan, where almost half of all English speakers have a postsecondary certificate, diploma, or degree (See Table 12). Education and training remain a priority in the region, especially when compared with the labour needs and skills required by the labour market.

Table 12: Education Levels in Côte-Nord by Language and Census Division (FOLS, OLMC) (2021 Census)

CENSUS DIVISION	CENSUS DIVISION AVERAGE	FRENCH SPEAKERS	ENGLISH SPEAKERS	ENGLISH & FRENCH	NEITHER ENGLISH NOR FRENCH	OFFICIAL LANGUAGE MINORITY COMMUNITY
HAUTE-CÔTE-NORD (TOTAL)	8,835	8,805	15	10	0	20
No certificate, diploma, or degree	2,780	2,765	10	0	0	10
Secondary school diploma or equivalent	1,935	1,915	0	10	0	5
Postsecondary certificate, diploma, or degree	4,120	4,125	5	0	0	5

⁴⁰ Immigration Québec. (2022). “The Côte-Nord region at a glance.” Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/cote-nord.html#territoire>.

⁴¹ NSCA. (2021). “Éducation.” Baie-Comeau: North Shore Community Association. <http://www.quebecnorthshore.org/fr/content/education>

MANICOUAGAN	24,775	24,380	220	160	15	300
No certificate, diploma, or degree	6,045	5,935	40	55	15	68
Secondary school diploma or equivalent	5,235	5,135	75	25	0	88
Postsecondary certificate, diploma, or degree	13,495	13,310	105	80	0	145
SEPT-RIVIÈRES-CANIAPISCAU	30,380	28,540	1,310	480	50	1,550
No certificate, diploma, or degree	8,125	7,480	435	160	40	515
Secondary school diploma or equivalent	6,340	5,865	350	120	0	410
Postsecondary certificate, diploma, or degree	15,915	15,195	525	200	10	625
MINGANIE-LE GOLFE-DU-SAINT-LAURENT	8,055	5,435	2,535	60	25	2,565
No certificate, diploma, or degree	2,990	1,850	1,105	15	30	1,113
Secondary school diploma or equivalent	1,600	1,010	570	20	0	580
Postsecondary certificate, diploma, or degree	3,465	2,575	860	25	0	873

ECONOMIC DEVELOPMENT AND EMERGING ECONOMIES

Addressing the labour challenges facing the English-speaking community also requires ensuring that activities align with the evolving labour demands in the Côte-Nord. There are encouraging signs that the Côte-Nord region is continuing to develop, especially when it comes to expanding its natural resource extraction and tourism industries. Furthermore, stakeholders in the region are optimistic for growth and are looking to increase the labour force, and it is expected that as current and emerging industries expand, the labour demands in the region will also increase. Yet, the labour profile for the English-speaking community presents challenges for full participation in regional economic development, as they are not always aligned with the demands of labour stakeholders. The Government of Quebec, through Emploi-Québec (EQ), published a labour force survey in May 2020 which summarized the major labour challenges facing employers in the region, outlined below, and which gives insight into where resources and energies can be placed.⁴²

1. Employee training (92%)
2. Retention of qualified workers (87%)
3. Recruitment of qualified workers (85%)
4. Integration of younger workers (83%)

These broad challenges are quite similar amongst all the MRCs, with minor variance in terms of the importance of each of the challenges.⁴³ One additional area to mention, which was common amongst all areas, is youth retention and inclusion into the labour force, with respondents highlighting that creating a strong future labour force is of critical importance to the region's economic development. Attraction and retention of a growing labour force is a consistent theme throughout the Côte-Nord yet also a major challenge which is difficult to address.

Analyzing the labour market needs in the region reveals that there are activities to focus on which can improve the integration of the English-speaking community into the economy. Employers cite the need to fill senior positions (specifically those related to management) as one of their acute needs. The general labour profile in the Côte-Nord leans towards under-skilled or undertrained workers, and overall, the educational backgrounds show there is a high percentage of the population which have not completed CEGEP training at a minimum. For the English-speaking community, this is more problematic, as they report higher levels of low educational attainment and training. Improving the training and education opportunities for community members would

⁴² Emploi-Québec. (2021). Enquête de main-d'œuvre auprès des entreprises de la Côte-Nord: Rapport de recherche. Québec: Gouvernement du Québec. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_RA_Cote_Nord.pdf.

⁴³ Emploi-Québec. (2021). Enquête de main-d'œuvre auprès des entreprises de la Côte-Nord: Rapport de recherche. Québec: Gouvernement du Québec. https://www.emploiuebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_RA_Cote_Nord.pdf.

more closely align with the needs in the region, as well as improve their overall profile by increasing access to higher quality and better-paying jobs.

The shortage of qualified candidates for senior positions is especially troublesome when it comes to companies with over 50 employees, which indicates that recruitment for management positions is an ongoing concern. The region does have access to low-skilled and seasonal employees yet requires more sustainable labour for long-term development. Upskilling of community members, especially for the filling of management and skilled labour positions, would respond to a major labour need in the area as well as improve the long-term labour profile of the community.

When it comes to positions which are not senior but are difficult to recruit, the EQ survey outlines some opportunities, including manual labour, service specialists, and trained professionals. There is also an identifiable shortage of trained employees for junior positions that require technical and trade training. The commonality within the survey is that there was a lack of training for positions, especially for employees looking for advancement.⁴⁴ While companies in the region mention the need for an increasingly trained workforce, only 52% indicated that they provided continual training for their workers. Furthermore, companies which did provide continual training for employees were mostly those with over 50 employees, mostly government services and companies which already had a qualified workforce. The labour profile of the English-speaking community already identified a need to improve the training and educational background. Doing so would align the community profile more closely with the labour demands in the region.

RECOMMENDATIONS

There are several areas that the NSCA can support to improve labour market participation for the English-speaking community in the Côte-Nord. The recommendations come from a comparison of the economic position of community members, juxtaposed with the labour market needs identified by the public and private stakeholders surveyed by EQ in 2021, as well as expected future growth industries. Examples of programs are found in Table 19, and alignment with weaknesses are explained under each of the recommendations. The end goals of any programs should focus on improving income levels, lowering unemployment, and increasing resiliency of the community so that it more closely aligns with the needs and future developments of the labour economy.

LANGUAGE SKILLS

Like many other regions of Quebec, the Côte-Nord economy is primarily one which is French-speaking. Census data indicates that most positions are French-speaking and require, to varying degrees, a working knowledge of French for employment.⁴⁵ This creates a barrier for employment facing the English-speaking community because

⁴⁴ Emploi-Québec. (2021). Enquête de main-d'œuvre auprès des entreprises de la Côte-Nord: Rapport de recherche. Québec: Gouvernement du Québec. Pg.10. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_RA_Cote_Nord.pdf.

⁴⁵ StatsCan. (2022). Census Profile, 2016 Census, Côte-Nord [Economic Region], Québec [Province]. Ottawa: Government of Canada. <https://www12.statcan.gc.ca/census-recensement/2016/dp->

a basic understanding and working knowledge of French is required for the majority of positions in the area.⁴⁶ Even in MRCs where there is a large concentration of English speakers, the labour market is still predominantly one which requires French language skills for employment – especially for higher paying and yearlong, full-time jobs.

When it comes to language training, primary and secondary education is the most important point of development to improve French language skills for the English-speaking community. However, after high school, there is no requirement to continue French language training. Furthermore, there is a lack of language training services available to adults in the region after high school, meaning that many anglophones attain their highest level of French language ability upon graduation from high school. Services that are available after high school are either provided to immigrants through government attraction programs or through private courses that require individuals to pay themselves for the service.⁴⁷ Government language programs that subsidize the training costs are also available, and they are typically hosted at adult education centres in Baie-Comeau and Sept-Îles. While lower-paying jobs do not always require higher professional-level language skills, the higher-income positions in the region do – especially senior and management levels. A competent understanding of French, especially at a professional level, is vital for upward mobility of the English-speaking community.

There are solutions for improving French language training for individuals in the Côte-Nord, largely related to improving access to services and availability of training courses. One important element is to remove the financial barriers to French language education. Currently, French language training programs can be expensive, in some cases prohibitively so for individuals within low-income categories. Other material barriers include the location of courses, expanding the services so that they are provided within English-speaking communities for greater ease of access, as well as increasing access to services throughout an individual's life. The NSCA is well-positioned to potentially fill this role, as they already have community connections and a knowledge of areas where they can have the highest impact.

Situational barriers, however, are more complex and deal with enticing members of the community to use the services over a longer period. Improving French-language training at the primary and secondary levels would improve understanding of the language for the English-speaking community, as well as greater interactions between the linguistic communities over the long term. Some examples include having mixed French and English schools or increasing the instruction of French within the English school system itself - such as 50% courses in English and 50% courses in French. Other solutions, especially for youth, would be to expand extracurricular activities and engagement so that there is a higher level of engagement with the French language. This may be

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⁴⁶ StatsCan. (2022). Census Profile, 2016 Census, Côte-Nord [Economic Region], Québec [Province]. Ottawa: Government of Canada. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=ER&Code1=2480&Geo2=PR&Code2=24&SearchText=Cote-Nord&SearchType=Begin&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=2480&TABID=1&type=0>.

⁴⁷ Immigration Québec. (2022). "French-language Courses for Immigrants." Québec: Government of Québec. <https://www.immigration-quebec.gouv.qc.ca/en/settle/french-courses.html>

more difficult, however, than providing language courses for adults, as it would require improving French education within the existing school system – a change which may be too extensive or sensitive to undertake.

However, no matter how French language training is approached, improving access to services which improve language skills, both for individuals before they enter the workforce as well as when they are part of the labour force, would have a positive impact on the integration of the English-speaking community into the regional economy. The benefits include improved access to more jobs, greater opportunities for advancement, and the ability to better participate as competitors in a labour market which is primarily French-speaking.

In essence, there are two areas where the NSCA can focus its attention for improving French language skills amongst the population. First, improving language training during formative years either through direct collaboration with educational services or by providing complementary language services. Second, providing French-language training for individuals after primary and secondary schooling, including adult education or for those who are employed.

Table 13: Summary of Recommendations - Language Skills

IMPROVE OVERALL ACCESS TO FRENCH LANGUAGE TRAINING FOR COMMUNITY MEMBERS, AS WELL AS MAKE IT EASIER FOR THEM TO ACCESS LANGUAGE TRAINING RESOURCES. MAKE FRENCH-LANGUAGE TRAINING SERVICES FREE FOR ENGLISH-SPEAKING COMMUNITY MEMBERS TO ACCESS.

LABOUR FORCE TRAINING

One of the essential labour challenges in the Côte-Nord concerns access to relevant training for positions, not only before an individual enters the workforce but also while they are employed. The EQ survey of the region indicated that only 52% of companies offer continual training for employees, concentrated largely around companies with over 50 employees and concentrated in the government services sector and industries which require high degrees of training.⁴⁸ This is a second area of opportunity for training for employees for smaller companies where the NSCA can focus attention on impactful program development, helping improve the process of employment integration by providing training services and placement support.

Much like the French-language training, the weaknesses facing the community present two opportunities for the NSCA to focus attention. First, training for individuals, mainly youth, who are entering the workforce for the first time, not only at the CEGEP and university levels but during primary and secondary education, would be effective in better preparing them for the employment demands. This includes both hard skills – such as trade, technical, and professional training - but also soft skill training like budgeting, communications, and marketing - to allow for a more seamless transition from education or unemployment into the workforce. Focusing on training for younger generations promotes better transition into higher paying jobs over time as it prepares them

⁴⁸ Emploi-Québec. (2021). Enquête de main-d'œuvre auprès des entreprises de la Côte-Nord: Rapport de recherche. Québec: Gouvernement du Québec. https://www.emploi Quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_RA_Cote_Nord.pdf.

for workforce requirements ahead of time, as well as allowing for both higher participation earlier and better upscaling as their careers advance over time.

While attention can be focused on training support before an individual enters the workforce, there is also an identifiable need for training of those already in the workforce – particularly those in low-paying and low-skilled professions. Training for employed individuals allows for advancement and increased economic vitality within the workforce while also allowing for training specific to the labour needs in the region as they develop. This can help improve the qualifications of the existing workforce by allowing for vertical and horizontal employment mobility, helping alleviate pressures on companies to fill gaps as they open. The region does offer adult education training courses for individuals looking to enter the workforce, which is a positive step and responds to the previous gap, yet more programming to provide training for individuals currently in the workforce would be beneficial for employment advancement.

Training for employed and unemployed individuals would be particularly beneficial for the English-speaking community because, by their labour profile, members of the community traditionally fill roles which are low-skilled and are prone to stagnation. Providing support programs which allow for English speakers to improve their skill sets, both before and during their participation in the local economy, would better prepare them for integration within the labour market and improve their competitiveness for higher paying employment as well as fill some of the major employment gaps identified during the EQ survey. Furthermore, there are certain populations which could warrant extra attention within the community, specifically youth and women. Both these demographic groups face vulnerabilities such as lower participation rates, a higher predominance of low-income work, and more part-time and seasonal work.

Table 14: Summary of Recommendations – Labour Force Training

PROGRAMS AND ACTIVITIES TARGETING INDIVIDUALS ENTERING THE WORKFORCE FOR THE FIRST TIME, PARTICULARLY YOUTH AND WOMEN. PROGRAMS SHOULD FOCUS ON BOTH HARD AND SOFT SKILLS.
PROGRAMS AND ACTIVITIES TARGETING INDIVIDUALS WHO ARE IN THE WORKFORCE TO IMPROVE THEIR SKILLS FOR UPWARD MOBILITY. THIS COULD INCLUDE TRAINING PROGRAMS DESIGNED FOR PART-TIME AND SEASONAL WORKERS, THOSE IN LOW-SKILLED PROFESSIONS, OR THOSE THAT DO NOT HAVE EXISTING TRAINING OR EDUCATION TO BETTER INTEGRATE THEM INTO THE WORKFORCE.

EMERGING ECONOMIES AND DEVELOPMENT

The review of existing information, as well as government reports, also highlighted several developing industries in the Côte-Nord, which are important for the future labour development of the English-speaking community.⁴⁹ As highlighted by the Québec government previously, tourism in the region is a growing industry which has a significant impact on the region's development – even if it is largely seasonal in nature. Natural resource extraction and energy are also two industries which increasingly require qualified individuals for positions and are developing, providing an opportunity for the community to engage in their development as well. The list below summarizes the main industries of note which are growing in the region.

- Tourism
- Extractive Sectors (Including Hydroelectricity)
- Agrifood
- Health and Social Services
- Education
- Public Services

There is also continual economic development in the health and social services, education, and public service sectors, each of which are important employers in the region which offer reliable and well-paying employment. While they are important industries, the English-speaking community participates less in these industries than French speakers. One major barrier, identified both in the labour profile of the community as well as in the EQ survey data, is that many of the emerging and existing industries are increasingly requiring higher levels of

⁴⁹ Gouvernement de Québec. (2021). Direction régionale de services Québec de la Côte-Nord - Portrait du marché du travail. Quebec: Government of Quebec. https://www.emploi.quebec.gouv.qc.ca/fileadmin/fichiers/pdf/Regions/Cotes-Nord/09_imt_portrait_2020.pdf.

technical skills and training. English speakers in Côte-Nord are at a disadvantage for these positions because of lower levels of education.

Alignment with the future labour demands in the region should be a priority for the English-speaking community because it provides access to higher-paying and more sustainable job opportunities. From the labour profile of the community, much of the employment which they currently fill is not in line with the future needs in the area, with the community engaging in service sectors which are typically low-skilled. Collaborative employment programs with stakeholders in these industries, which help integrate English speakers, would be effective at diversifying the workforce, as well as improve access for community members to higher-paying and quality jobs.

PART-TIME AND/OR SEASONAL WORKFORCE ASSISTANCE

A particular challenge to the labour profile of the English-speaking community is the predominance of part-time and/or seasonal work. This is a significant issue because part-time and seasonal employment provide less income stability for workers than full-time employment. These jobs are also usually lower paying. Related to the previous recommendations, part-time or seasonal employment prevents advancement because employees cannot upskill and move into higher-paying jobs as there are gaps in their continual employment. This creates a situation of employment stagnation, where labour advancement is held back over a long period.

Focusing on improving access to full-year employment, even if it is only part-time during off-seasons, would help improve the continuity of labour force advancement for the English-speaking community and increase the average number of weeks worked. Potential solutions include improving workforce transition from on-season to off-season employment, for example, having work cooperatives where individuals have full-year employment spread out over several different companies. Another solution, if employment is low, is more access to employment training programs, specifically during the off-season when individuals have time to undertake upskilling.

For the NSCA, programs related to alleviating the pressures of part-time or seasonal employment would prove beneficial in fulfilling the mandate of supporting the community. The goal of the organization should be to promote full-year employment. A first step would be to target seasonal workers to improve the transition from seasonal employment, for instance, having work programs where half the year is at one organization and the second is at another. A second step relates to off-season or unemployed upskilling programs, where individuals can take advantage of training or placement programs when they are not working.⁵⁰ The Government of Québec does provide programs like this already, and these are a good starting point for informing NSCA programs; however, they are not always accessible to members of the English-speaking community due to distance or language barriers. Here, we see an opportunity for the NSCA to leverage its existing network of services for the community and expand them to provide employment support.

As was already mentioned, training and upskilling for members of the English-speaking community would have a beneficial impact on their overall labour participation. Increasing collaboration with employers through

⁵⁰ Government of Québec. (2022). "Employment Assistance." Québec: Government of Québec.
<https://www.quebec.ca/en/employment/job-search-tips/employment-assistance/employment-assistance-programs>.

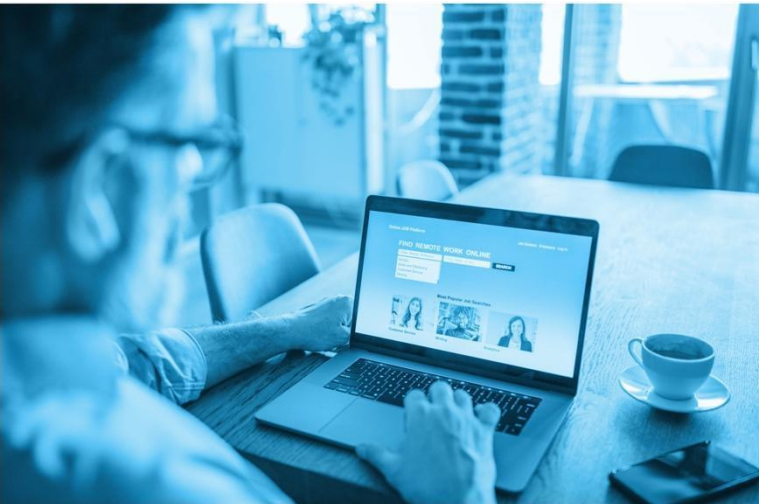
placement services and support would also help improve integration of the community into the local economies. This means that while support for community members can help the community, providing the same assistance for public and private sector employers would provide value for employment development. It would also provide employers with assistance in tapping into labour forces in their areas, helping to match community programs with their needs.

Table 15: Summary of Recommendation - Part-time and Seasonal Employment

FOCUS ON PROGRAMS OR SUPPORT WHICH INCREASE FULL-TIME EMPLOYMENT FOR COMMUNITY MEMBERS, INCLUDING OFF-SEASON TRAINING, UPSKILLING, AND COLLABORATIVE SEASONAL WORK PROGRAMS.

RECRUITMENT ASSISTANCE

There is a specific gap in employment in the region dealing with matching qualified candidates with open positions. Many of the companies in the EQ labour survey indicated that they require assistance with their human resources processes and filling vacancies. The matching of qualified candidates and open positions is a priority in the region, and there is an issue in being able to effectively fill positions as they open in a quick and seamless manner. Incentivizing workers to enter positions, as well as facilitating mobility from unemployed to employed status, is a potential area where the NSCA can devote its attention.



Several approaches have been highlighted as being effective in improving the recruitment process by stakeholders in the region. First, improving access to vacancies through online job posting continues to be the most used method of candidate recruitment in the region. For this to be most effective, focusing on ensuring that community members have access to job postings and are kept up to speed with current vacancies through announcements, newsletters, and

general communications which are relevant to them is important. It also means ensuring that community members have access to the services themselves, especially access to computers and reliable internet.

Table 16: Summary of Recommendations - Recruitment Assistance

<p>IMPROVE COMMUNICATIONS WITH EMPLOYERS CONCERNING LABOUR NEEDS, INCLUDING THE TYPES OF SKILLS, TRAINING, AND EDUCATION NECESSARY TO ENTER THE WORKFORCE. IMPROVE MARKETING OF EMPLOYMENT OPPORTUNITIES WITH MEMBERS OF THE ENGLISH-SPEAKING COMMUNITY TO FACILITATE INTEGRATION INTO THE WORKFORCE.</p>
<p>IMPROVE TRAINING PROGRAMS TO CREATE A POOL OF QUALIFIED INDIVIDUALS WITHIN THE CÔTE-NORD WHO CAN QUICKLY FILL JOB POSTINGS. CURRENTLY, POSITIONS REMAIN OPEN FOR AROUND 3 MONTHS BEFORE THEY ARE FILLED, EVEN THOUGH THERE ARE MORE JOBS THAN LABOURERS IN THE REGION. CREATING PROGRAMS WHICH PROVIDE EMPLOYERS WITH QUALIFIED CANDIDATES MORE QUICKLY WOULD IMPROVE SEVERAL CHALLENGES FACING THE ENGLISH-SPEAKING COMMUNITY.</p>

EDUCATION & TRAINING

Education remains one of the most important drivers for individual labour market success in the region because of the need to fill higher-paying jobs requiring some formal educational training. An analysis of the educational profile of the region illustrates a low tendency toward pursuing postsecondary education, and a large segment of the population has not completed high school at all. While lower-paying jobs may not require education, competition at the higher levels does require formal training, presenting a long-term barrier to development.

This is especially concerning for younger generations of the English-speaking community because labour advancement often requires formal skills training. Access to education at the CEGEP and university level, albeit limited in the latter, is available in the region; however, access to courses designed and available in English is limited. This means that many English speakers in the region who want to access post-secondary schooling either have few choices for English classes, must take schooling in French, or leave the region to attend school in English in another region.

Table 17: Summary of Recommendations - Education and Training

<p>IMPROVE ACCESS TO EDUCATION OPPORTUNITIES FOR MEMBERS OF THE ENGLISH-SPEAKING COMMUNITY WHICH COULD INCLUDE EXPANDING POST-SECONDARY COURSES WHICH ARE OFFERED IN ENGLISH OR BILINGUALLY, PROVIDING INCENTIVES TO HAVE ENGLISH SPEAKERS STUDY AND RETURN HOME, SUCH AS CO-OP WORK PROGRAMS, STUDENT EXCHANGES, AND DIRECT WORK PLACEMENTS.</p>

GEOGRAPHIC DISTANCE, TRANSPORTATION, AND SUPPLY CHAINS

There is considerable community dispersion amongst English speakers in the Côte-Nord and in the region more generally. Given the size of the area and the size of the community, there is an intrinsic issue of distance to access

employment, and many individuals are confined to certain areas due to lack of transportation. Even if there are open positions in the region, individuals are not always able to travel to them, making labour participation and staffing difficult.

Transportation and supply chains are of continued importance to the economic development of the region because they facilitate the movement of goods and services both within and outside of the Côte-Nord's borders. For instance, improving access to transportation within the region could help individuals access opportunities and increase inter-community economic development. Access to transportation could also help draw and increase tourism in the region. Improving investments into supply chains so that goods and services from English-speaking communities, especially those which are more remote, can reach more customers would also help to expand the community's opportunities in the region and aid in growth.

In the increasingly remote world, distance from one's job may not be the hurdle that it once was. Opportunities for remote work are more and more available. However, this comes with infrastructure difficulties that will need to be addressed, such as reliable and high-speed internet and information technologies. The NSCA can leverage its existing network to improve access to remote technologies for community members, especially those who do not have access to them already.

SOCIAL DEVELOPMENT

A final weakness in the labour market profile of the community, which is perhaps difficult to measure or quantify, is the cohesion of the population and a strong sense of identity in the region. Providing employment and training support to the English-speaking community may aid with short-term issues; however, improving a sense of community and growing a long-lasting sense of participation within the economy would improve integration and development over time. From community consultations and information, there is an identifiable need from the community itself to improve the cohesiveness and self-confidence of the community in the region. Creating a strong sense of identity can help with the retention of community members and help draw more English speakers to the region and increase their participation.

Responding to social issues facing the community can come in several forms for the NSCA and is aligned with many of the organization's activities. Creating a sense of community can involve improving historical information and holding community-building activities and events which celebrate the community's cultural impact and developments. Other support activities which can benefit the English-speaking population's labour engagement should focus on alleviating weaknesses which are indirectly related to labour participation. For instance, aid with transportation options for individuals to reach workplaces is one way of increasing participation, increasing access to remote technologies, as well as daycare or senior assistance services. In essence, while activities can directly target labour participation, other activities can be just as effective by alleviating burdens related to the living situation of community members.

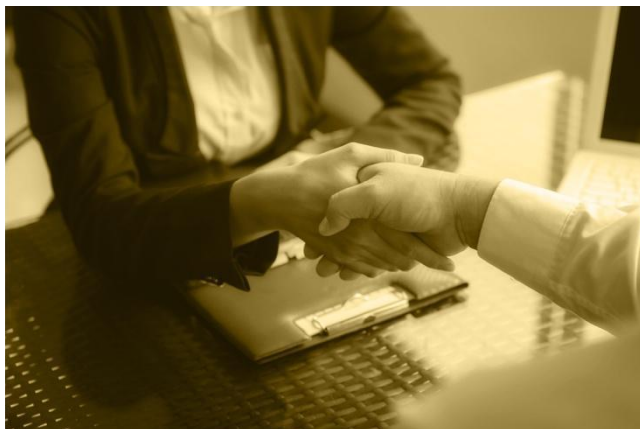
Table 18: Summary of Recommendations - Social Development

SOCIAL DEVELOPMENT
CONTINUE TO DEVELOP AND EXPAND ACTIVITIES RELATED TO SOCIAL DEVELOPMENT, INCLUDING INCREASING CULTURAL, COMMUNITY-BUILDING, AND HISTORICAL ACTIVITIES WHICH HELP REINFORCE AND DEEPEN A SENSE OF COMMUNITY IDENTITY IN THE AREA.
DEVELOP AND EXPAND SOCIAL SUPPORT PROGRAMS WHICH PROVIDE SECONDARY ASSISTANCE TO COMMUNITY MEMBERS LOOKING TO ENTER THE WORKFORCE, INCLUDING, FOR EXAMPLE, DAYCARE AND SENIOR ASSISTANCE SERVICES, TRANSPORTATION OPTIONS, AND HEALTH SERVICES.

CONCLUSION

With the English-speaking community having a vulnerable position within the Côte-Nord when it comes to labour force participation, there are several opportunities for the NSCA to improve the economic vitality and development of their community. The needs of the community can improve through both short and long-term solutions, each of which can be undertaken by the organization over time. It should be noted that the development of approaches and strategies, both short and long-term, will be more effective if they are sustainable and flexible to changes in the region.

The short-term recommendations focus on eliminating barriers currently facing the labour force in the Côte-Nord, particularly through improving and facilitating more seamless integration of individuals into the workforce. First, the EQ labour market survey highlighted that recruitment is an ongoing concern in the region,



with both public and private sector companies indicating that they have continual issues filling vacancies, more so for those which require professional-level training but also entry-level positions. Collaborative matching programs between NSCA and employers to cultivate and create a pool of labourers could be a good first step in reducing unemployment and increasing labour force participation for the community, yet it would require the creation of programs and partnerships with external stakeholders.

Labour force improvement is also a long-term issue and, as such, requires long-term solutions which are applied consistently to the English-speaking population. There are some socio-economic issues in the region which are more difficult to respond to, such as an aging workforce, a diminishing population, and the growth of higher-paying employment opportunities. The labour market profile of the English-speaking community highlights a population that is currently at risk of economic stagnation, requiring intervention in the form of social and community assistance to alleviate secondary barriers to their ability to participate fully in the local economy.

While recommendations can be made to respond to the issues, there also needs to be a proactive commitment from the community to address the issues they face and develop coherent and competent responses. While programs and policies can help provide opportunities to individuals, cultivating interest and engagement from the community members themselves is critically important for their success. In essence, members of the English-speaking community bear a certain level of responsibility to improve their labour participation on an individual basis. Outreach and assistance activities, as well as improving education for youth populations to allow for better opportunities later in life, are some areas of focus which would contribute positively to the development of the community – especially if there is buy-in on the individual basis.

Table 19: Recommendations for NSCA Strategic Adoption

PRIORITY PILLARS	OBJECTIVES	COMMUNITY ISSUES TO BE ADDRESSED	SOLUTIONS	RESOURCES NEEDED	EXAMPLES OF PROGRAMS
Labour Force Development	Support the growth of existing and emerging economies in the region and increase the participation of the English-speaking community within them.	<p>High unemployment rate</p> <p>Low-income levels</p> <p>Low rates of yearly employment participation</p> <p>Focus on seasonal/part-time employment</p> <p>High rates of youth unemployment</p> <p>Issues with recruitment</p>	<p>Investment into existing economies, particularly extractive, health and social services, education, and public sector participation should be priorities for the community.</p> <p>Investment into emerging economies by the community, such as renewable energies, tourism, and technological infrastructure, to name a few.</p> <p>Development of pro-active labour integration programs for at-risk and low-participating community members.</p> <p>Incentives for labour force participation.</p>	<p>Financial investment into existing and emerging industries to make them more efficient, improve processes, or aid in their development.</p> <p>Labour force development to help prepare individuals for the current and emerging industries</p> <p>Social support resources to aid labour force participants to more easily integrate into the labour force.</p> <p>Resources for training and upskilling for unemployed and underemployed individuals, particularly women, youth, and minority community members.</p> <p>Support for community members</p>	<ul style="list-style-type: none"> • Workforce development assistance for emerging economy training. • Work programs designed specifically for youth, women, and minority workers. • Small business assistance to increase capacity and workforce building. • Increase access to remote working opportunities. • Upskilling work placements. • Mentorship and entrepreneurship programs. • New job seeker assistance programs. • Career placement and on-the-job support programs.

				to access resources which help in their entrance into the labour force.	
Community Development	<p>Improve community development and programs to support integration into the regional economies and improve their identity.</p>	<p>Lack of community integration.</p> <p>Focus on seasonal or part-time work, with few incentives to work full-time.</p> <p>Improving a positive community identity and connections between community members.</p> <p>Aging population.</p> <p>Outmigration of English speakers from the region.</p> <p>Attraction of English speakers to the region.</p>	<p>Increase in programs and support to foster community identity and communications.</p> <p>Improve resources and activities which improve community cohesion.</p> <p>Increase retention and attraction programs to keep and draw English speakers in the region.</p> <p>Focus on addressing secondary barriers to unemployment such as lodging, social services, health services, and quality of life assistance.</p>	<p>Increased social assistance funding from partners.</p> <p>Increase collaborative projects with public and private sector stakeholders.</p> <p>Partnerships and collaborative activities with French community stakeholders.</p> <p>Raising awareness amongst local and regional public and private stakeholders concerning the labour situation of the English-speaking community.</p>	<ul style="list-style-type: none"> ● Research and history programs related to the community. ● Lodging, family services, and health services available to community members. ● Consultations with public and private stakeholders. ● Cultural events and activities for community members to increase community cohesion. ● Social assistance activities, such as community housing, family services, and health services, can aid in alleviating economic hardships facing

					<p>community members.</p> <ul style="list-style-type: none"> ● Improve delivery of NSCA services to remote communities, either through improvement to access to technology or through direct physical delivery.
Education & Training	<p>Increase access to education and training programs for English-speaking community members.</p>	<p>Difficult to access English post-secondary education and training.</p> <p>Difficult to access French-language training.</p> <p>Difficult to access training programs for both employed and unemployed individuals.</p> <p>Marketing of education and training programs, as well as access to</p>	<p>Increase French language training for members of the English-speaking community, including marketing and program delivery.</p> <p>Improve access to educational and technical training programs for English-speaking community members.</p> <p>Improve French language training at the primary and secondary levels.</p>	<p>Improve relations with post-secondary training and education organizations to expand programs offered in English or to provide incentives for increasing English speaker enrollment.</p> <p>Programs which help English speakers access education programs in the region rather than abroad. This can be both in-person training or through</p>	<ul style="list-style-type: none"> ● Increase community education and training in major and developing industries. ● Improve access to post-secondary education which are in line with regional needs – for example, in professional and management services. ● Workforce upskilling

		<p>financial incentives, is not always known.</p> <p>Geographic distance and cost of education and training courses present a barrier.</p> <p>Limited course selection for primarily English speakers</p>	<p>Provide both hard and soft skill training for community members.</p> <p>Improve distance training for individuals who are in remote areas.</p> <p>Provide training and upskilling support for English-speaking community members, particularly for those who are part-time and seasonal workers.</p>	<p>remote program offerings.</p> <p>Investment into creating and maintaining community employment programs which prepare individuals for the workforce.</p> <p>Investment into upskilling and training programs for individuals particularly disadvantaged in the region.</p> <p>Investment into programs and support tailored specifically for women, youth, and/or minority members.</p>	<p>programs targeting low and under-skilled community members.</p> <ul style="list-style-type: none"> ● Off-season and part-time training programs to allow community members to increase their skills. ● Improve access to remote education and training programs for community members. ● Improve access to programs which are directly aligned with the labour needs in the region. ● Increase French-language training at the primary and secondary levels for members of the community.
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Annexe 1: Top Industries for English Speakers in Côte-Nord by MRC (FOLS-A) (2021 Census)

CENSUS DIVISION	TOTAL ENGLISH SPEAKERS PARTICIPATING IN THE WORKFORCE	TOP INDUSTRIES
La Haute-Côte-Nord	15	<ul style="list-style-type: none"> ● Accommodation and food services (10)
Caniapiscou	420	<ul style="list-style-type: none"> ● Public administration (98) ● Educational services (50) ● Health care and social assistance (45) ● Retail trade (40) ● Transportation and warehousing (25) ● Mining, quarrying, and oil and gas extraction (23) ● Construction (20) ● Other services (except public administration) (20) ● Arts, entertainment and recreation (15) ● Administrative and support, waste management and remediation services (10)
Manicouagan	185	<ul style="list-style-type: none"> ● Retail trade (28) ● Manufacturing (20) ● Educational services (20) ● Construction (15) ● Health care and social assistance (15) ● Accommodation and food services (15) ● Other services (except public administration) (15) ● Public administration (15) ● Utilities (10)

Minganie	58	<ul style="list-style-type: none"> ● Health care and social assistance (15) ● Retail trade (15) ● Public administration (8)
Sept-Rivières	593	<ul style="list-style-type: none"> ● Educational services (73) ● Accommodations and food services (68) ● Health care and social assistance (63) ● Retail trade (60) ● Administrative and support, waste management and remediation services (55) ● Construction (40) ● Public administration (38) ● Transportation and warehousing (35) ● Manufacturing (25) ● Professional, scientific and technical services (23)
Le Golfe-du-Saint-Laurent	1760	<ul style="list-style-type: none"> ● Health care and social assistance (285) ● Agriculture, forestry, fishing and hunting (255) ● Construction (250) ● Retail trade (180) ● Transportation and warehousing (160) ● Manufacturing (140) ● Educational services (105) ● Public administration (95) ● Accommodation and food services (80) ● Other services (except public administration) (70)