

Greater Moncton
Immigration Strategy

2020-2024







# Growing our population. Strengthening our community.

The Greater Moncton Immigration Strategy (2020-2024) follows the community's first five-year immigration strategy (2014-2018) which led to the creation of the Local Immigration Partnership and many other activities that strengthened the community's capacity to attract immigrants and help them put down roots in our community. This new strategy builds on all the work done in recent years.

The cities of Moncton and Dieppe along with the Town of Riverview wish to recognize the consulting team of Jupia Consultants Inc., Diversis Inc. and Viminio Research and Analysis Inc. for leading the development of the Greater Moncton Immigration Strategy. We recognize and appreciate the financial support of the Government of New Brunswick in the creation of this strategy. Thank you as well to the more than 600 people from across the region that took the time to be interviewed or be a part of a group consultation. This broad consultation with community leaders and volunteers provided critical insight needed for the development of the new strategy. Finally, a big thank you to the Local Immigration Partnership which oversaw the development of the strategy and will be the organization leading its implementation over the next five years.

The cities of Moncton and Dieppe along with the Town of Riverview are committed to the vision of being among the most attractive and inclusive places for newcomers in Canada. Working together we can achieve this vision and build the foundation for a strong and prosperous future.













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# **Executive Summary**

The Greater Moncton Immigration Strategy 2020-2024 represents Chapter Two in the community's efforts to attract immigrants and help them put down roots. The strategy was developed through engagement with more than 60 different organizations and over 600 individuals across the region and beyond. These organizations included immigrant settlement services providers, government departments, business groups, education and training providers, the health care sector, community groups, ethnocultural associations and places of worship, among others. Their valuable input combined with a review of best practices elsewhere directly informed the development of the new strategy.

The cities of Moncton and Dieppe along with the Town of Riverview are committed to the vision of being among the most attractive and inclusive places for newcomers in Canada.

# **SETTING THE CONTEXT**

Immigration has been a main reason why the Greater Moncton economy has outperformed many of its peers in recent years. Over the past five years, the community has witnessed the fastest economic growth among the four largest urban centres in Atlantic Canada. In the past three years, population growth is back up to 1.4 percent per year after several years of sub-one percent growth. More importantly, mainly due to an influx of young immigrants and families, the population under the age of 25 is now growing again creating a stronger demographic foundation for the future. Sections 1.2 and 1.3 summarize the recent economic and demographic story in Greater Moncton.

But there is more work to be done. There are 17,000 people in the Greater Moncton workforce over the age of 55 who will be retiring in the next 10-15 years (Section 1.4). Beyond the replacement of retirees, we have a number of important industries that continue to grow and need new workers to support their expansion.

- Section 1.5 lays out the case why we need to grow the labour market in the coming years.
- Sections 1.6-1.8 provide a summary of the role immigrants have played in our community in recent years.
- Section 1.9 takes a look at what level of immigration will be required over the next five years to sustain the region's economic growth and labour market expansion.
- Section 1.10 discuss the sectors where the demand for workers is highest.
- Section 1.11 digs deeper into the importance of attracting international students into the post-secondary education sustem.
- Section 1.12 shows that population retention in Greater Moncton is actually a strong and underreported story. The community has one of the better net interprovincial migration rates among the 160 urban centres across the country. Immigrant retention will be key to the region's future prosperity.

## THE 2020-2024 IMMIGRATION STRATEGY

Section 2 develops the new immigration strategy. It summarizes the results of the extensive consultations, develops the rationale for the vision, pillars and objectives as well as the targets and implementation. There are three pillars that relate to attraction, retention and capacity building. The seven objectives are the main areas of focus. Progress on these objectives will help the community achieve its vision.

The targets set the goalposts for the strategy.

The table on the following page provides a summary of the strategy:











## **VISION**

Greater Moncton is among the most attractive and inclusive places for newcomers in Canada.

# THREE PILLARS

- Attracting talent to our community.
- Ensuring newcomers put down roots.
- Broadening community collaboration and mobilization.

# SEVEN OBJECTIVES

- 1. Promote Greater Moncton internationally as a destination to study, advance careers, do business and live.
- 2. Strengthen alignment of immigrant attraction efforts to labour market demand and economic opportunities.
- 3. Expand and improve the pathways for immigrants.
- 4. Significantly broaden both public awareness and engagement.
- 5. Expand and enhance settlement services to meet the needs of immigrants and foster better workforce outcomes.
- 6. Invest in and strengthen the immigration support ecosystem.
- 7. Strengthen Greater Moncton's leadership and advocacy role.

# **TARGETS**

- Annual immigrants settling in Greater Moncton: 1,450 in 2018 (actual); minimum 1,900 by 2020; and 2,700 by 2024 - with a stretch goal of 2,300 by 2020 and 3,500 by 2024.
- Francophone immigration: 33 percent of the total.
- International students: Double enrolment in Greater Moncton post-secondary education institutions by 2024 (from baseline of 1,500). This includes public and private universities and colleges.
- Immigrant retention: One-year retention rate of 85 percent. Five-year retention: 75 percent.
- Performance indicators: Each action item developed by the GMLIP and its partners will have a specific performance indicator (or indicators) to help measure progress.

## **IMPLEMENTATION**

The Greater Moncton Local Immigration Partnership (GMLIP) will be responsible for the implementation of this new strategy over the next five years but all of us will have a role to play ensuring that Greater Moncton is among the best places in Canada for immigrants to live.



## 1.1 INTRODUCTION

Over the past five years, the annual number of immigrants settling in Greater Moncton has more than doubled and there is good evidence newcomer retention rates are improving. Given the community's current demographic situation and its desire to remain an economic growth engine for New Brunswick, there will be a need to increase the flow of immigrants in the coming years. These newcomers can move from other parts of New Brunswick, elsewhere in Canada or from around the world. However, it is clear that immigration will be a major source of new population growth in the coming years to supply the needs of the labour market and to help support population growth for decades to come. It is also clear there needs to be a specific focus on new immigrants as they have different needs compared to those moving here from elsewhere in New Brunswick or from across Canada.

## 1.2 GREATER MONCTON: ECONOMIC GROWTH ENGINE FOR NEW BRUNSWICK

Community, industry and government leaders would like the Greater Moncton region to continue growing in the coming years. As an example of this commitment, the Greater Moncton Region Economic Development Strategic Plan (2018-2022) included ambitious targets for both labour market and overall population growth.

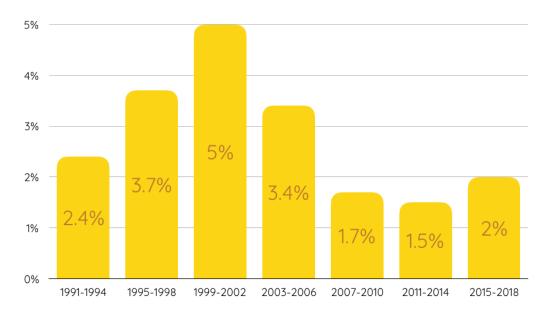
The Greater Moncton region, comprised of the cities of Moncton and Dieppe, the Town of Riverview and several smaller outlying communities, has been an important economic growth engine for New Brunswick. In the past 20 years, economic growth (gross domestic product) in the Moncton CMA has considerably outpaced the other three large urban centres in Atlantic Canada. Greater Moncton's economy has expanded by 70 percent over the 20 years compared to 60 percent in St. John's, 45 percent in Halifax, and 38 percent in Saint John's.

From 1994 through 2007 annual GDP growth in the community averaged four percent per year. After the recession in 2008-2009, however, economic growth slowed through 2014.

In the past four years, average annual economic growth increased again to two percent per year (Figure 1). While this is slower than the 1990s and early-mid 2000s, GDP growth in Greater Moncton has been the best among the four large urban centres in Atlantic Canada. The demographic shift and its impact on the labour market across Atlantic Canada has been a main reason for the decline in economic growth rates.

# 1

# Average annual GDP growth in four-year increments, Greater Moncton



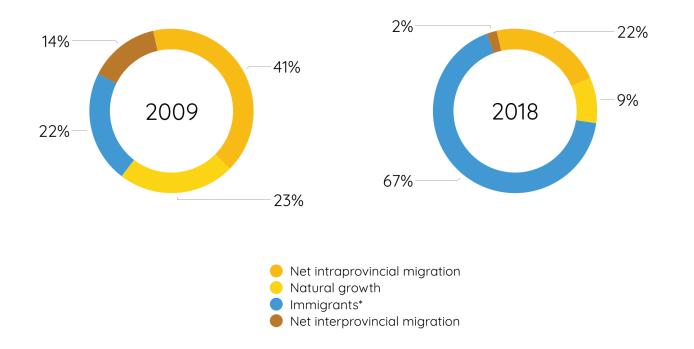
## 1.3 THE SOURCES OF POPULATION GROWTH ARE CHANGING

Like all urban centres across Canada, the population is aging. The number of residents over the age of 55 has been growing strongly, up 10 percent in just the past three years. Historically, Greater Moncton's population growth primarily came from natural population growth (births minus deaths) and from people moving in from elsewhere in New Brunswick. Because of the aging population, there are fewer births and a lower natural population growth rate.

The demographic shift is not specific to Greater Moncton. It is also impacting the rest of the province and as a result the number of people moving to Greater Moncton from elsewhere in New Brunswick has declined in recent years. As shown in Figure 2, new immigrants are now the primary source of population growth in the region. Immigrants represented 67 percent of net population growth in 2018 up from only 22 percent in 2009. Natural population growth (births minus deaths) dropped from 23 percent to nine percent and intraprovincial migration dropped from 41 percent to 22 percent of the total.

2

# The changing components of population growth, Greater Moncton\*



There is good news. After dropping to only 0.8 percent per year between 2013 and 2015, overall population growth in Greater Moncton is back up to 1.4 percent per year from 2016 to 2018 due to the increase in immigration. Further, the overall population under the age of 25 had declined to 39,500 in 2015 but has started to grow since, increasing to 40,500 in 2018 again due to the influx of younger immigrants into the community.

## 1.4 THE LABOUR MARKET CHALLENGE

The size of the Moncton CMA workforce increased from 81,700 in 2014 to 85,400 in 2018 (nearly five percent growth). This growth in the labour market is an important reason why the economy has picked up in the past few years. Most of the increase is as a result of new immigrants joining the workforce.

The ability to sustain labour market growth into the future will be challenging. There are 17,000 people over the age of 55 in the Greater Moncton workforce who will be retiring in the next 10-15 years. In addition, the unemployment rate among the population 25 and older is only 4.6 percent (2018). There is not much slack in the region's labour market.

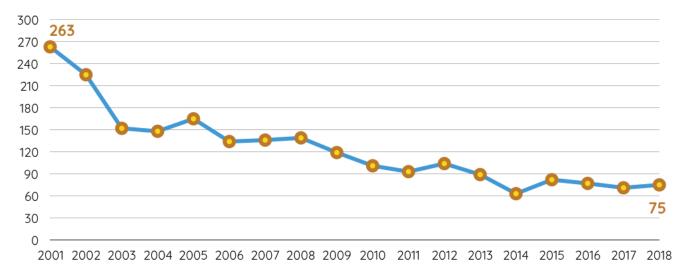
Despite the region's success attracting newcomers to Greater Moncton, the demographic challenge remains the most significant risk to economic growth in the years ahead. Less than 20 years ago, the number of young people entering the labour market was more than double the number heading towards retirement (Figure 3). Now that ratio has dropped to only 75 young people in the workforce for every 100 over the age of 55.

There are specific industries that are already facing the impacts. Over 30 percent of workers in the nursing home and residential care sector are over the age of 55 as are 30 percent of truckers and construction workers.

Many important industries will see a significant exodus of workers to retirement in the coming years. The communities in Canada that can demonstrate an ability to attract and develop the workforce needed to meet industry needs will be those best positioned to foster economic growth.

3

Number of persons aged 15-24 in the Greater Moncton workforce for every 100 in the workforce over the age of  $55\,$ 



Source: Statistics Canada.

# 1.5 WHY DO WE NEED TO GROW THE LABOUR MARKET?

The relationship between economic growth and labour force growth

The correlation between labour market growth and economic growth in Canada has been very strong for decades. Between 1992 and 2018, every one percent growth in the economy (real GDP growth) was enabled by 0.5 percent growth in the labour market. In recent years, there have been productivity gains but economic growth across the country continues to be correlated with labour market growth. Further, since 2013, all net growth in the national labour market has come from immigration.

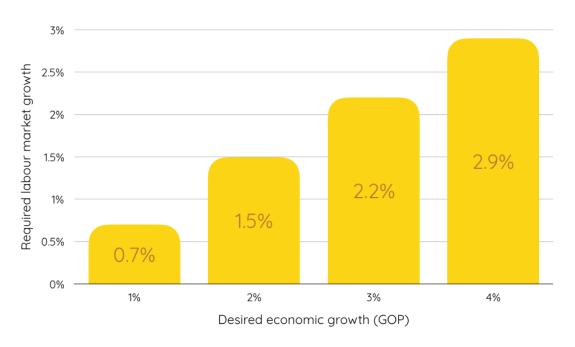
The situation in Greater Moncton is similar. Over the years, the region's economic growth has also been correlated to labour market growth, even more so compared to Canada overall given the local economy is based more on services. Using data going back to 2002, each one percent growth in annual GDP required 0.7 percent growth in the size of the labour market.

Based on recent trends, Figure 4 shows the growth in the labour market required to support various economic growth rates in Greater Moncton.

If the community wants its economy to grow by two percent per year, it has required labour market growth of 1.5 percent. A four percent real GDP growth rate has required a 2.9 percent growth labour market growth rate. There is no doubt that technological change and efforts to foster increased productivity should lead to a lessening of this correlation in the coming years but for the foreseeable future in Greater Moncton, if the goal is sustained economic growth, it will require sustained labour market growth.



# The relationship between economic growth and labour market growth (Greater Moncton)



Sources: GDP growth, Conference Board of Canada. Labour force growth, Statistics Canada.

## 1.6 THE IMMIGRANT POPULATION IN GREATER MONCTON

Immigrants are making a very important contribution to the Greater Moncton community. They are participating in the labour market, they own and operate small businesses, and they are actively involved in all aspects of the community's economy and social life. There are more than 8,000 immigrants living in Greater Moncton of which approximately 5,000 are active in the labour market. In addition to the local immigrant population, there are some 1,500 international students in our post-secondary education institutions and another 700 or so temporary foreign workers, many of whom are looking to stay and build their lives and careers in the community.

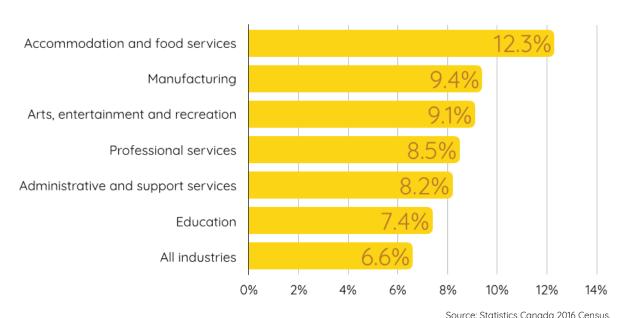
## Labour market contribution

Of the 5,000 immigrants active in the labour market, many are employed in industries that have been struggling to find workers including manufacturing, accommodations, food services and administrative and support services. Figure 5 shows a few selected sectors that have a higher concentration of immigrant workers. Over nine percent of everyone working in manufacturing wasn't born in Canada, including nearly one out of every five workers in the food manufacturing sector. Over eight percent of the workforce in the administrative and support services sector, which is one of Greater Moncton's top export industries, is an immigrant. Over 12 percent of the accommodation and food service sector workforce was not born in Canada.

From the 2016 Census, 275 immigrants are self-employed or nearly eight percent of the total. Among recent immigrants, 17 percent are self-employed, setting up businesses in a wide variety of sectors including personal and professional services as well as food services. Immigrants tend to have a higher labour market participation rate, the share of adults in the workforce, and a lower unemployment rate when compared to the population overall in the region and the country as a whole.

# 5

# Immigrants as a share of the total workforce, Greater Moncton (2016)



## **Education levels**

Overall, Greater Moncton's immigrant population is well-educated. Over 47 percent of those in the labour market have a university degree compared to 42 percent across the country. Over 52 percent of immigrants landing in Greater Moncton since 2011 have a university degree.

# Francophone immigration

There were 1,155 immigrants and non-permanent residents living in Greater Moncton in 2016 that arrived in Canada between 2011 and 2016 who speak French as their first official language. This represents a significant share of all international newcomers to Greater Moncton. Based on the 2016 Census, among those arriving between 2011 and 2016, 28 percent were first language French which was the highest rate among urban centres in Canada outside of Quebec (those with a minimum of 500 immigrants between 2011 and 2016). This does not include international students enrolled at the Université de Moncton and other post-secondary education institutions.

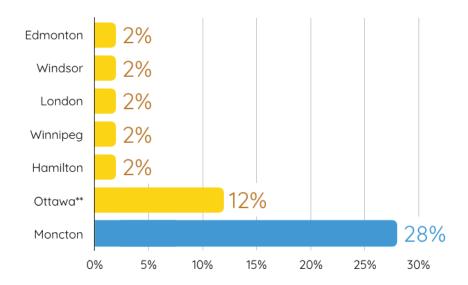
# Immigration and official bilingualism

In addition, 36 percent of all immigrants living in Greater Moncton speak both English and French which is a much higher rate of bilingualism compared to those with English as their mother tongue in the region (22 percent), the province (15 percent) and the country (nine percent).

Among immigrants with a non-official language as their mother tongue, one in four speaks both English and French in Greater Moncton compared to 14 percent across New Brunswick and 11 percent across Canada.

6

Percentage of total recent\* immigrants and non-permanent residents with French as their first official language spoken, Moncton CMA



Source: Statistics Canada.
\*Immigrants settling in Canada between 2011 and 2016.

\*\*The Ottawa part of the Ottawa-Gatineau CMA. Communities with a minimum of 500 recent immigrants and non-permanent residents.

# 1.7 IMMIGRANTS AND THEIR CONTRIBUTION TO THE GREATER MONCTON ECONOMY

The 2016 Census is the best source of information on immigrant labour market participation and income. Overall, there were 2,170 immigrants and non-permanent residents who arrived in Canada between 2011 and 2016 and were active in the Greater Moncton workforce. In addition, there are approximately 2,000 international students in our post-secondary educational institutions each year. The economic impact of these recent immigrants and international students is significant.

# Summary impacts include:

- The 2,170 immigrant workers supported a total of 3,170 jobs across New Brunswick (through direct, indirect and induced effects), generated \$119 million worth of labour income and boosted provincial GDP by \$209 million in 2016.
- Adding the effect of international post-secondary students and the employment in Greater Moncton supported by recent immigrants and international students rises to 3,750, labour income rises to \$150 million and the provincial GDP impact to \$255 million.
- The \$150 million worth of labour income associated with recent immigrants and international students translates into \$111 million in current consumption in the economy. Restaurants benefit from more than \$6 million in sales from the induced spending related to recent immigrants and international students. Grocery stores generate \$17 million in sales. The shelter sector (accommodations and related support services such as utilities, insurance, etc.) benefits by more than \$38 million in sales and the transportation sector by approximately \$37 million. The recreation sector receives a \$10 million boost in annual sales as a result of recent immigrants and international students.
- The economic activity associated with the recent immigrant labour force and international students generates over \$40 million worth of tax revenue for the Government of New Brunswick. These figures do not include local or federal tax revenue.
- This impact model doesn't include the spending of income immigrants bring with them when they move here (it is only based on the labour income earned here). It also does not include the impact of immigrant investors deploying capital in the province an amount in the millions of dollars per year.

# Table 1

# Estimating the annual economic impact of recent immigrants and international students in Greater Moncton

Direct employment	2,170		
Total employment*	3,170		
Labour income*	\$119 million		
Provincial GDP boost*	\$209 million		
International students			
Employment*	579		
Labour income*	\$30 million		
Provincial GDP boost*	\$47 million		
Total impact (workers and intl. students)			
Employment*	3,750		
Labour income*	\$150 million		
Provincial GDP boost*	\$255 million		
Consumer spending*	\$111 million		
Taxes to the provincial government*	\$40+ million		

Sources: Statistics Canada 2016 Census; Provincial Input-Output Multipliers; Tables 37-10-0018-01 & 37-10-0045. See Appendix A. \*Includes indirect and induced effects.

## 1.8 BEYOND THE WORKFORCE: THE CONTRIBUTION OF IMMIGRANTS

There is considerable focus on the need to attract immigrants to support the region's workforce needs now and for the foreseeable future. It is important to ensure Greater Monctonians realize that the contribution immigrants make to the community goes well beyond labour market participation. They are neighbours and friends. They are volunteers. They are contributing to the cultural richness of our community by strengthening our arts and cultural sector, through their entrepreneurial activities opening up interesting shops and services. Immigrants bring new perspectives to how we live and work in our community. They are helping to rebuild church and social group membership and, because they are considerably younger than the average resident of Greater Moncton they are helping to rebalance and strengthen our demographic situation for the future.

# 1.9 FORECASTING THE DEMAND FOR NEW IMMIGRANTS

Municipal government, business and community leaders have clearly indicated a desire to continue being an economic growth engine for Greater Moncton in the coming years. In order to achieve this, the labour market will need to be able to supply the talent needed for businesses to continue to grow. As discussed above, there is a direct correlation between labour market growth and economic growth over time. What level of population growth will be needed to ensure continued economic growth and how many new immigrants will be needed to support that population growth?

Table 2 provides three different scenarios. They all result in a considerable number of immigrants settling in Greater Moncton and they all assume some level of population growth over the next five years. However, only two of the scenarios provide enough of a population boost to result in a growing labour market.

Where do immigrants come from? The demand for new immigrants developed below is based on Statistics Canada's Components of Population Growth data published on an annual basis. In practical terms immigrants can arrive in Greater Moncton directly from another country or they can arrive after initially settling elsewhere in Canada. From Statistics Canada's reporting perspective, if an immigrant arrives elsewhere and moves to Greater Moncton, they are technically considered an intra-or inter-provincial migrant. The Census, conducted every five years, is the best source to provide a comprehensive analysis of the attraction and retention of immigrants from all sources as it reports on the number that were living in the community at a specific point in time (e.g. 2016) compared to another (e.g. 2011) regardless of whether they lived elsewhere in between.

# **SCENARIO #1**

# BASELINE, CONTINUE IMMIGRATION AT THE CURRENT RATE OF 95 PER 10,000 POPULATION

The baseline assumes immigration will continue at an annual rate of 95 immigrants for every 10,000 in the population. This is the current rate of immigration into the community and a considerable increase over just a few years ago. It is also similar to the rate of immigration for Canada overall. The other assumptions are found in Table 2. The scenario assumes the number of births remains stable over the forecast period. Since 2012, the number of births in Greater Moncton has been declining at a rate of around two percent per year but because of the attraction of younger immigrants in the past few years it is likely the birth rate will stabilize in the short run and start to grow again within a few years. The scenario also assumes annual deaths will increase by four percent per year.

Scenario #1 also assumes a very modest loss of population as a result of net interprovincial migration. This is the loss of population from Greater Moncton to other provinces and is net of those moving in from out-of-province. In the past two years (2017, 2018) net interprovincial migration has been slightly positive and in the past 12 years, the rate has been positive in eight of the years meaning more people have moved to Greater Moncton from out-of-province than those moving out. With the continued strong inflow of immigrants in the coming years, to keep net interprovincial at a modest rate of negative 100 each year over the forecast period will require successful efforts to boost immigrant retention.

Another key assumption in this scenario is that net intraprovincial migration will continue to decline by five percent per year. Historically, Greater Moncton's population growth primarily came from natural population growth and from people moving in from elsewhere in New Brunswick. However, net intraprovincial migration has been steadily declining in recent years as the demographic crunch is facing all parts of the province.

Finally, the baseline scenario assumes annual immigration will continue to grow but only modestly from 1,444 immigrants (and net non-permanent residents) in 2018 to 1,590 by 2024 (to maintain the rate of 95 per 10,000 population).

Based on these assumptions, population growth in Greater Moncton will continue at an average annual rate of 1.2 percent per year but it will not be enough to grow the labour market. The increasing number of people added to the labour market through immigration will not offset the number retiring and leaving the labour market. Please note the model modest growth in the labour market participation of those 65 and older. A much more significant increase in older New Brunswickers remaining in the workforce would reduce the number of immigrants needed to ensure a growing labour market into the future.

# **SCENARIO #2**

# BOOST IMMIGRATION TO ENSURE A MODESTLY GROWING LABOUR MARKET

Under Scenario #2, the natural population growth (births, death) rates, net interprovincial and net intraprovincial migration rates remain the same as scenario #1. The only difference is the number of immigrants rises from 1,444 in 2018 to 1,900 by 2020 and 2,700 per year by 2024. This will lead to a population growth rate rising to 1.6 percent per year by 2022 and it will lead to average annual labour market growth of 1.2 percent which is consistent with the rate over the past few years.

# **SCENARIO #3**

# BOOST IMMIGRATION TO ENSURE A STRONGLY GROWING LABOUR MARKET

Under the third scenario again all other assumptions remain the same, but immigrant numbers are increased further. In Scenario #3, the number of immigrants rise to 2,800 by 2021 and 3,500 by 2024 or an immigration rate of 176 per 10,000 population in 2021 and 210 per 10,000 by 2024. This strong growth scenario is consistent with the population growth target from the Greater Moncton Economic Development Plan (2018-2022) of 1.5-2.0 percent per year.

# Table 2

# Immigration and continued labour market growth in Greater Moncton – Three scenarios

SCENARIO #1	SCENARIO #2	SCENARIO #3
BASELINE	MODEST LABOUR MARKET GROWTH	STRONG LABOUR MARKET GROWTH
Continue at a rate of 95 immigrants per 10,000 population	To support continued labour market growth	To support faster labour market growth
Assumptions	Assumptions	Assumptions
<ul> <li>Number of births remains stable over the forecast period.</li> <li>Number of deaths accelerates by 4% per year.</li> <li>Net interprovincial migration of -100 per year.</li> <li>Net intraprovincial migration declining by 5% per year (continuing trend).</li> <li>Immigrant rate of 95 per 10,000 holds throughout the forecast period.</li> <li>Population growth continues at a rate of 1.18% per year (average).</li> </ul>	<ul> <li>Number of births remains stable over the forecast period.</li> <li>Number of deaths accelerates by 4% per year.</li> <li>Net interprovincial migration of -100 per year.</li> <li>Net intraprovincial migration declining by 5% per year (continuing trend).</li> <li>Immigrant rate rises from 107 per 10,000 in 2019 to 162 by 2024.</li> <li>Population growth rises to an average annual rate of 1.5% per year through the forecast period.</li> </ul>	<ul> <li>Number of births remains stable over the forecast period.</li> <li>Number of deaths accelerates by 4% per year.</li> <li>Net interprovincial migration of -100 per year.</li> <li>Net intraprovincial migration declining by 5% per year (continuing trend).</li> <li>Immigrant rate rises from 116 per 10,000 in 2019 to 210 by 2024.</li> <li>Population growth rises to over 2% by 2022.</li> </ul>
Result	Result	Result
The labour market <b>declines</b> moderately over the forecast period.	The labour market <b>continues to grow</b> at an average annual rate of 1.2%.	The labour market <b>grows</b> at an average annual rate 1.8%.

# Table 3

# Forecasting immigrant population growth through 2024 - three scenarios

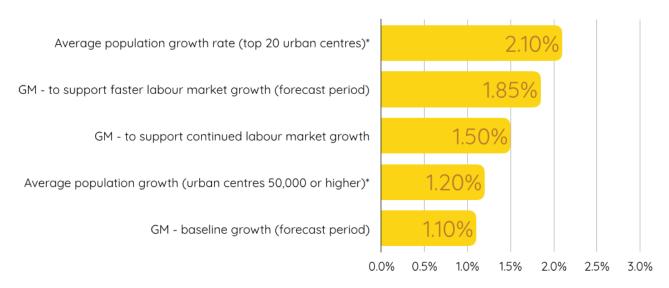
	ACTUAL		PROJECTED					
	2017	2018	2019	2020	2021	2022	2023	2024
Scenario #1: Baseline (labour market decl	ines ove	r the 20	19-2024	period)				
Immigrant rate (per 10,000)	73	95	95	95	95	95	95	95
Immigrants and NPRs	1101	1444	1470	1490	1510	1540	1560	1590
Population growth rate	1.34%	1.40%	1.19%	1.14%	1.09%	1.05%	1.01%	0.97%
Scenario #2: To support continued labour	market	growth	(1.2% pe	r year)				
Immigrant rate (per 10,000)	73	95	107	121	135	152	155	162
Immigrants and NPRs	1101	1444	1650	1900	2150	2450	2550	2700
Population growth rate	1.34%	1.40%	1.30%	1.40%	1.50%	1.60%	1.60%	1.60%
Scenario #3: To support faster labour market growth (1.8% per year)								
Immigrant rate (per 10,000)	73	95	116	147	176	192	201	210
Immigrants and NPRs	1101	1444	1800	2300	2800	3100	3300	3500
Population growth rate	1.34%	1.40%	1.40%	1.66%	1.90%	2.01%	2.05%	2.08%

NPRs = Non-permanent residents

# Pursuing an ambitious growth target

The faster labour market growth forecast (Scenario #3) which will require more than doubling the number of immigrants and non-permanent residents within five years represents an ambitious growth target. Is it realistic? As shown in Figure 7, the average annual population growth rate of the top 20 urban centres in Canada (with a population of at least 50,000) has been 2.1 percent over the past three years. Charlottetown, Prince Edward Island led the way with an average annual growth rate of 3.4 percent per year. Others with very strong population growth included Saskatoon, Chilliwack, Regina, Kitchener - Cambridge - Waterloo, Kelowna, Ottawa, Peterborough, Abbotsford-Mission, London and Edmonton which all increased population by at least two percent per year. The Halifax population increased by 1.8 percent per year, but that city is targeting 1.9 percent population growth per year through 2031. Achieving strong population growth in Greater Moncton would require an increase over the average annual growth rate of 1.1 percent now but it is not without precedent. Between 2009 and 2012, the average annual population growth in Greater Moncton was 1.85 percent.

# Average annual population growth targets - benchmark comparisons



GM = Moncton CMA \*Avg. population growth over the past three years. Source: Statistics Canada

## 1.10 IMMIGRANTS: FILLING SPECIFIC LABOUR MARKET DEMAND

Based on interviews with a variety of industry officials, an analysis of provincial labour market forecast data and other sources, it is clear that immigrant workers will be needed in many industries in the years ahead. The top five industries by employment for new immigrants from the 2016 Census were (in order):

- accommodation and food services
- administrative and support services (business support services)
- manufacturing
- retail trade
- transportation and warehousing

Specific sub-sectors such as food services, nursing, customer service, accommodations and food manufacturing are currently in high demand right now in the Greater Moncton region. One of the main action items proposed below involves doing more to profile future labour market demand by sector.

## 1.11 ATTRACTING INTERNATIONAL STUDENTS: LEVELLING THE PLAYING FIELD

Interviews with industry leaders and industry associations during the consultations for this new strategy revealed that many firms would willingly hire immigrants but are reluctant to recruit internationally. The local managers of several multinational firms indicated they are very supportive of hiring immigrants but in Toronto, Montreal and elsewhere they hire them off the street. In other words, they don't have to recruit internationally in many urban centres in Canada and wonder why they may have to for their Greater Moncton operations.

The main reason to attract more international post-secondary students is to grow the size of the talent pool in the community. The ratio of population aged 15 to 24 to the number of people aged 55 and older in the workforce is an important measure of how much talent the local school system (high school and post-secondary) has in the pipeline to feed labour market demand. In 2006, there were 185 people aged 15-24 living in Greater Moncton for every 100 aged 55 and older active in the workforce. By 2018 that ratio had declined to only 102 young people for every 100 aged 55 and older active in the workforce.



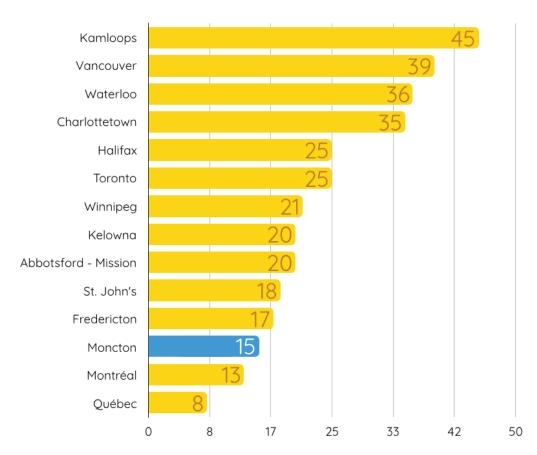
In the 2018-2019 school year, there are approximately 1,500 international students enrolled in Greater Moncton post-secondary education institutions. This includes the three

universities as well as public and private colleges. Based on a survey of institutions, there are expected to be at least 2,100 international students studying in Greater Moncton's post-secondary education institutions in the 2019-2020 school year.

IRCC tracks the number of post-secondary education study permit holders by province and by urban centre. This does not mean the actual number of enrolled students as some may hold a permit but not be actively attending college or university. However, based on permit holders, Greater Moncton has witnessed a rise in recent years. In the 3rd quarter of 2018, there were 2,300 study permit holders with Greater Moncton as their intended destination up from 1,900 in the same guarter in 2015.

Adjusted for population size, Greater Moncton had more permit holders than urban centres such as Montréal and Saint John but was considerably below other urban centres such as Halifax, Charlottetown and Winnipeg (Figure 8). In fact, Kamloops in British Columbia has the highest concentration of international post-secondary students (as measured by permit holders) with three times as many as Greater Moncton. If Greater Moncton was to reach the level of international students as in Kamloops it would need nearly 7,000 international student permit holders up from the 2,300 today.

Significantly expanding the number of post-secondary international students will help level the playing field for firms and organizations interested in hiring immigrants in the future. However, it will be important to ensure we are training these students with the skills they need to fill the jobs in demand.

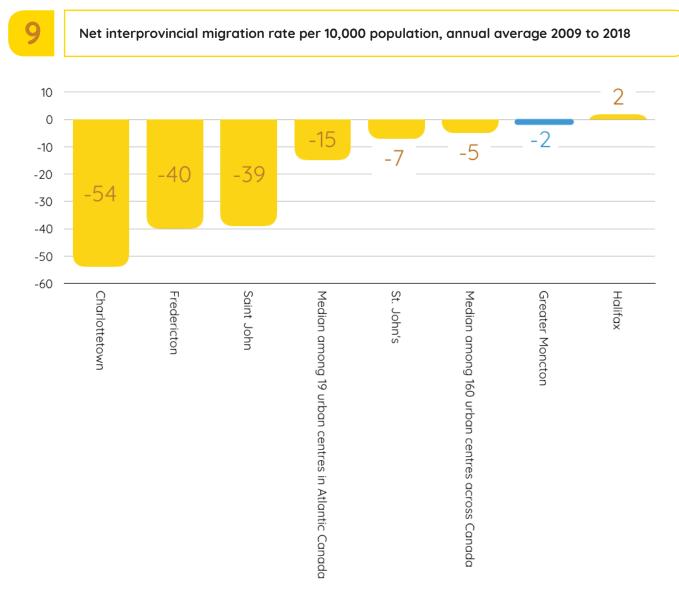




# 1.12 IMMIGRANT RETENTION

# **Greater Moncton: Interprovincial migration**

By the most important measure of population retention, inward and outward migration, Greater Moncton performs very well compared to its peers. Net interprovincial migration tracks the flow of people who are arriving from or moving to other provinces. It is not specific to immigrant retention, but it does reveal a community's ability to attract and retain population. From 2009 to 2018 in six of the 10 years, the Moncton CMA featured a positive interprovincial migration rate meaning that more people moved in from other provinces than moved out. This includes the last two years, 2017 and 2018. Over the entire decade, the Greater Moncton interprovincial migration rate was minus two per 10,000 population (or an average of 30 people per year lost to other provinces on a net basis). As shown in Figure 9, this net interprovincial migration rate was among the best in Atlantic Canada and well below the median among the 160 small, medium and large sized urban centres across Canada. Even in the past three years, when the number of immigrants has risen significantly, the net interprovincial migration rate has only been minus three per 10,000 population significantly better than most similarly sized urban centres across Canada.



Source: Statistics Canada Tables 17-10-0135-01 and 17-10-0136-01.

# **Greater Moncton: Immigrant retention**

The most current data on immigrant retention from Statistics Canada is for 2015. As a result, the five-year retention rate is based on those arriving in 2011, well before both the efforts to better target immigrant attraction and to strengthen immigrant retention. Based on this the five-year retention rate for immigrants in Greater Moncton was 49.3 percent in 2015 compared to 42.3 percent across the province. As shown in Figure 10, five-year immigrant retention in 2015 was higher than most of its peers in Atlantic Canada.

More recent data suggests immigrant retention rates are improving in Greater Moncton and across the province. Firstly, as indicated above the interprovincial migration data indicates Greater Moncton has a positive overall interprovincial migration rate in the past two years (more moving in than moving out) which would suggest higher immigrant retention than many of its peers which have significant outward interprovincial migration rates.

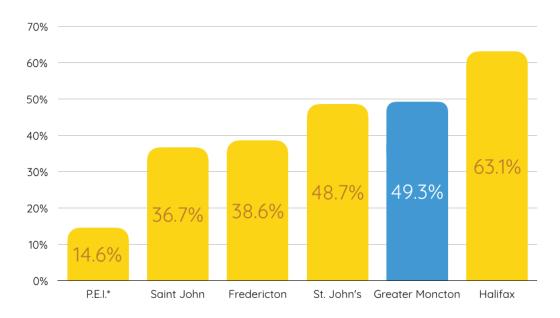
Further, the provincial government is now starting to use Medicare card data for more timely and better tracking of the flow of immigrants between provinces. This source provides retention data through 2017. Researchers at the New Brunswick Institute for Research, Data and Training have analyzed this data and found that immigrant retention in New Brunswick steadily improved from 2013 to 2017. Five-year retention rates for immigrants arriving from the United States was 74 percent in 2017, from Europe and Asia 68 percent and from the Middle East and Africa 67 percent.

A further analysis of this data shows that the annual out-migration rate among immigrants between the ages of 30 and 60 across New Brunswick has declined from an average of between eight and nine percent per year to just over five percent per year between 2015 and 2017.

Efforts to increase retention (through more targeted attraction and by focusing on activities that support greater retention) seem to be having a positive effect. However, there is more work to be done to ensure that new immigrants into Greater Moncton and across the province have the best chance of remaining and building their lives here.

# 10

# Five-year immigrant retention rate (2015)



Source: Statistics Canada Table 43-10-0013-01. \*The data for Charlottetown specifically is not published. Shows data for economic regions.





## 2.1 THE 2014-2018 GREATER MONCTON IMMIGRATION STRATEGY: A SUCCESSFUL FIRST STEP

In 2013 the first ever five-year immigration strategy was developed to coordinate efforts to attract, retain and integrate immigrants into the Greater Moncton community. It was clear at the time that significantly increasing the number of people attracted to the community from outside Canada would be critical to its future growth and prosperity. The strategy was successful. The number of people moving to Greater Moncton in 2018 from outside the country was more than double the number in 2013<sup>2</sup>. Newcomers from outside Canada now account for nearly 70 percent of net population growth each year. Efforts to retain immigrants have led to improving retention rates.

The 2014-2018 Greater Moncton Immigration Strategy was a landmark document when it launched as it was the first formal strategy meant to guide immigrant attraction and retention efforts in the region's history and one of the few local immigration strategies across Canada. The strategy included three broad goals:

- 1. Boosting attraction
- 2. Fostering stronger retention and integration
- 3. Being more strategic about immigrant entrepreneurship

Under these three headings there were 18 different strategic objectives ranging from better alignment of immigrant attraction to labour market needs to the integration of professional immigrants into local business networks.

A recent review of the 2014-2018 immigration strategy based on input from more than 20 organizations concluded it had been a very important catalyst for the strengthening of the immigrant support ecosystem in Greater Moncton.

One of the most important objectives involved better alignment and coordination of immigrant settlement services. To achieve this the community became one of the first smaller urban centres in Canada to develop a Local Immigration Partnership (LIP). The Greater Moncton LIP now has a council representing 20 immigrant-serving or supporting organizations in the community.

2 Based on Statistics Canada Table 17-10-0136-01, components of population growth. Includes net non-permanent residents.



The 2014-2018 Greater Moncton Immigration Strategy received national recognition from the Canadian Association of Municipal Administrators (CAMA). The City of Moncton won the 2019 CAMA Willis Award for Innovation amona Mid-Size Canadian cities for this immigration strategy.

# 2.2 THE NEW IMMIGRATION STRATEGY: RESULTS OF THE CONSULTATIONS

This new strategy is based on an extensive consultation and research process. Consultations were held with more than 60 organizations and combined with individual interviews, over 600 people provided input into the development of the strategy. Further, a review of other successful immigration efforts across Canada and beyond was undertaken to support the recommended actions in this plan. A summary of the strengths and current challenges associated with the immigration ecosystem in Greater Moncton is provided here:

IMMIGRATION ECOSYSTEM	STRENGTHS	CHALLENGES
The GM Local Immigration Partnership	<ul> <li>One of the first in Canada among mid-sized urban centres when established.</li> <li>Most key organizations represented.</li> <li>Financial commitment from government.</li> <li>Targeted sub-committees in place working on specific challenges.</li> </ul>	<ul> <li>Under-resourced.</li> <li>Could do more in the areas of research, community engagement and support (although it is important to avoid duplication).</li> <li>Needs to be more visible as the 'champion' for immigration (public reports, etc.).</li> </ul>
Promotion of Greater Moncton	<ul> <li>Have made great strides in recent years in targeted promotional activities (intl. and intraprovincial missions, etc.).</li> <li>Developed a good immigration promotion website.</li> <li>Working well with provincial government partners (PETL, ONB).</li> </ul>	<ul> <li>In an increasingly competitive environment, need to strengthen promotional efforts and Greater Moncton's brand as a place for immigrants to settle.</li> <li>Need to make better use of local immigrant communities to help in the promotional efforts.</li> </ul>
Immigrant settlement services	<ul> <li>Two settlement agencies.</li> <li>New Brunswick Multicultural Council (NBMC)</li> <li>Willingness to adapt and address gaps and challenges (i.e. PSE students, broadening settlement services).</li> <li>Playing an important role with the Atlantic Immigration Pilot and other programs.</li> </ul>	<ul> <li>Still significant funding gaps to address challenges not traditionally addressed by settlement agencies.</li> <li>Need to ensure as many immigrants as possible can use the agencies' services.</li> </ul>
Public engagement and support	<ul> <li>Fairly strong support for immigration among the public in Greater Moncton.</li> <li>Local media engaged on this important issue.</li> </ul>	<ul> <li>The case for a surge in immigration not widely known or understood.         There is a need for plain and clear language.     </li> <li>Social media can spread misinformation.</li> <li>Need a more focused and sustained effort to engage Greater Monctonians raising awareness about the 'why' and challenging them to get involved.</li> </ul>

IMMIGRATION ECOSYSTEM	STRENGTHS	CHALLENGES
Political leadership	<ul> <li>High level of support and engagement among all three Councils. Investments being made to support immigration.</li> <li>High level of support and engagement among provincial MLAs and the federal MP.</li> </ul>	<ul> <li>Need to boost investment in immigrant attraction and retention.</li> <li>Need to be champions for immigration into the region.</li> </ul>
Business engagement and leadership	<ul> <li>The Chamber of Commerce playing a lead role.</li> <li>A number of employers are leading the way thinking about effective recruitment, onboarding and retention, etc.</li> <li>Industry associations now mostly aware and engaged.</li> </ul>	<ul> <li>Not enough businesses and organizations engaged, particularly small and medium-sized firms.</li> <li>Not enough focus on the potential role for immigrant investors and succession planning.</li> </ul>
Government partners	<ul> <li>Have developed more flexibility and timely ways for immigrants to come to New Brunswick.</li> <li>Shown a strong willingness to work with firms and industry groups to tailor solutions.</li> </ul>	<ul> <li>Limited staff/resources on the ground in Greater Moncton.</li> <li>Need to boost investment in the immigration ecosystem leveraging local investment and volunteer engagement.</li> </ul>
Ethnocultural associations	<ul> <li>More than 20 active ethnocultural associations engaged in a wide variety of services.</li> </ul>	<ul> <li>All volunteer-based.</li> <li>Wide variation in the level of services and support offered. Could use more support.</li> </ul>
Post-secondary education	<ul> <li>International student university enrolment declining in the past couple of years. College-level enrolment rising strongly.</li> <li>Public and private PSE focused on attracting international students.</li> <li>Expanding services focused on experiential learning and postgraduate employment.</li> </ul>	<ul> <li>Need to better align training to the needs of the workforce.</li> <li>Significant need to expand experiential learning and labour market participation of international students while in school.</li> <li>Need to ensure robust support for language training.</li> <li>Need to expand post-graduate work permits to selected private colleges.</li> </ul>

IMMIGRATION ECOSYSTEM	STRENGTHS	CHALLENGES
K-12 education	Have ramped up services considerably in recent years to support the newcomer student population.	<ul> <li>Immigration considerations were not part of the 10-year education plan.</li> <li>More newcomers with particular language and cognitive needs puts pressure on the schools' resources.</li> <li>Can do more to foster integration of newcomer students.</li> <li>Need to bolster advanced placement (AP) courses.</li> </ul>
Health care	The health care system is adapting to the needs of the new immigrant population.	<ul> <li>Language and communication is still a challenge, particularly for refugee communities. Online/over-the-phone translation services are inadequate.</li> <li>The system needs to be sensitive to different cultural perspectives on health care.</li> </ul>
Public safety	<ul> <li>Many public safety-related workers have taken cultural sensitivity training.</li> <li>There is an understanding among the leadership that the system needs to adapt to the changing population.</li> </ul>	<ul> <li>Immigrants have different cultural views regarding authority.</li> <li>Need more education around interactions with police (911, etc.).</li> </ul>
Social engagement	<ul> <li>Greater Moncton's social organizations have been steeping up to support the new immigrant population.</li> <li>Churches, civic groups, sports leagues, rotaries, business groups, etc. all report more immigrant involvement.</li> </ul>	These organization are critical to long term immigrant retention, but they don't necessarily have the support system to ensure they play an effective role.
Neighbourhood engagement	<ul> <li>Upwards of 400-500 immigrant families are now settling in the community each year. There has been some effort to help foster neighbourhood connections (barbeques, etc.).</li> <li>The Moncton Good Neighbour Guide has been developed.</li> </ul>	<ul> <li>This is an area where there is room for considerable improvement.</li> <li>The Good Neighbour Guide should be rolled out widely across the city.</li> <li>More deliberate efforts to connect longtime residents with new neighbours will be important to foster retention.</li> </ul>

## 2.3 THE VISION

The vision is what we aspire to as the Greater Moncton community in the long-term well beyond 2024. We don't seek growth for growth's sake. We seek both population and economic growth as it will ensure the community has a firm economic foundation on which individuals and families can achieve their potential and we can ensure a strong social support infrastructure. We also seek to attract Francophone immigrants and encourage all newcomers to learn both official languages.

We want a strong economy in Greater Moncton to help local and provincial governments generate the sustained tax revenue needed to provide high quality public services such as health care and invest in high quality public infrastructure. We owe it to future generations to leave them with a stable demographic base and a strong economic foundation.

We want to be a place that is open and welcoming to newcomers. A place that is supportive as they dig in and build their careers, work toward personal and family goals and address their hopes and dreams. We want to be known across Canada as a place where newcomers can thrive.

## **OUR VISION**

Greater Moncton is among the most attractive and inclusive places for newcomers in Canada.



# MISSION OF THE GMLIP

To work towards this vision, the Greater Moncton Local Immigration Partnership has a mission

The Greater Moncton Local Immigration Partnership is a forum of diverse partners committed to making Greater Moncton a growing, inclusive and welcoming community. It acts as a catalyst for achieving the vision and meeting the objectives of the Greater Moncton Immigration Strategy.

## 2.4 THE GREATER MONCTON IMMIGRATION STRATEGY: THREE PILLARS

During the course of the community consultations, more than 80 different ideas were put forward by the various stakeholders on how we can strengthen the attraction and long-term retention of immigrants into our community. There are three broad themes, or pillars, that are the foundation of this new immigration strategy:

0

Attracting talent to our community

2

Ensuring newcomers put down roots

3

Broadening community collaboration and mobilization

It is clear we need to be more deliberate and proactive in our efforts to attract immigrants to our community. There is competition for international talent from other jurisdictions in Canada as well as other developed countries. It is important for Greater Moncton to define its value proposition, clarify the economic opportunities available to potential immigrants and target efforts to promote these opportunities and the value proposition around the world. Our partners, the Population Growth Division of the Department of Post-Secondary Education, Training and Labour, Opportunities New Brunswick and the Atlantic Canada Opportunities Agency, IRCC, among others, will help us with international promotion.

Boosting immigrant attraction efforts is not enough, we need to help newcomers put down roots in our community. Our settlement agencies, ethnocultural associations, educational institutions, businesses, schools, places of worship and other groups all have a role to play to ensure immigrants are welcomed and can weave themselves into the fabric of our community. Individuals are also vitally important. Friendly neighbours, coworkers and volunteers can do a lot to help newcomers put down roots, make friendships and build social networks. If everyone chips in, Greater Moncton could indeed become one of the most attractive and inclusive places for newcomers in Canada.

Finally, we need to do more to broaden community collaboration and mobilization. The Local Immigration Partnership is well positioned at the centre of the immigration ecosystem to ensure effective information flow between organizations, the gathering of data needed to address challenges and assess progress and the reporting of results to the community.

## 2.5 THE GREATER MONCTON IMMIGRATION STRATEGY: SEVEN OBJECTIVES

The actions needed to effectively address the three pillars, help the community work towards its vision fall under seven objectives:

- 1 Promote Greater Moncton internationally as a destination to study, advance careers, do business and live
- 2 Strengthen alignment of immigrant attraction efforts to labour market demand and economic opportunities
- 3 Expand and improve the pathways for immigrants
- 4 Significantly broaden both public awareness and engagement
- Expand and enhance settlement services to meet the needs of immigrants and foster better workforce outcomes
- 6 Invest in and strengthen the immigration support ecosystem
- 7 Strengthen Greater Moncton's leadership and advocacy role

All of the recommended actions below fall under one or more of these seven objectives.

## 2.6 FROM OBJECTIVES TO ACTION: THE IMPLEMENTATION OF THE IMMIGRATION STRATEGY

The immigration strategy includes a wide variety of recommended actions that emerged out of the consultations and research. For each of these actions, there is a proposed timeframe, a listing of relevant organizations and a recommended way to measure if the action has been successful.

In terms of the timeframe, short-term initiatives that should begin immediately and be implemented within 6-12 months. Medium-term initiatives that will take longer to development and/or implement and should target a timeframe between 1-2 years while longer-term initiatives are those of a more structural nature and while they may begin the short term they may take longer to fully implement.

# OBJECTIVE 1

Promote Greater Moncton internationally as a destination to study, advance careers, do business and live

**Rationale:** The competition for talent attraction to Canadian urban centres is growing. Greater Moncton needs to tell its story. This applies to immigrants living in Canada and also anyone else that could be a target for recruitment into the region.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Telling the Greater Moncton story: Implement a campaign to promote working, studying and living here. This should include, but not limited, international/ national recruitment, social media, significant Web-based and documentation resources for those looking to migrate.  Should involve all three municipalities. Should be focused on many different mediums, not only social media. Continue targeted focus on job fairs/pre-arrival job fairs, etc.	Short-term	<ul> <li>GMLIP</li> <li>Municipalities</li> <li>3+</li> <li>Chamber</li> <li>Province of New Brunswick</li> <li>IRCC</li> </ul>	<ul> <li>Increased numbers         of immigrants and         international students.</li> <li>Specific metrics for         targeted marketing         efforts.</li> </ul>
Promote Greater Moncton to Francophone immigrants	Short-term	<ul> <li>Municipalities</li> <li>3+</li> <li>PETL</li> <li>CÉNB</li> <li>Province of New Brunswick</li> <li>IRCC</li> </ul>	<ul> <li>Increased numbers of Francophone immigrants.</li> </ul>

# **OBJECTIVE** 2

Strengthen alignment of immigrant attraction efforts to labour market demand and economic opportunities

**Rationale:** This remains a challenge in the region. An increasing number of industries (including construction, tourism, health care) need to address workforce recruitment challenges. We need both better insight into current jobs on offer and a better understanding of the needs 3-5 years out. By working more closely with industry associations and other partners we should be able to better frame labour market demand. There is considerable opportunity to attract immigrant investors into targeted industries and to support specific succession planning opportunities.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Develop a targeted plan for labour market information collection. Preferably sectorspecific, working with industry associations.	Short-term	<ul><li>3+</li><li>Chamber</li><li>Industry groups</li><li>PETL</li></ul>	Better data on labour market needs moving forward.
Prepare better labour market demand forecasts with a focus on important growth industries.	Short-term	<ul><li>3+</li><li>PETL</li><li>Chamber</li><li>Industry groups</li><li>AHS</li></ul>	<ul> <li>Published data on regional needs to guide attraction efforts.</li> <li>Published data on specific sectors in-demand.</li> </ul>
Increase the focus on sector- specific immigrant attraction efforts (construction, tourism/ hospitality, automotive, business services centres, etc.).	Medium-term	<ul><li>3+</li><li>Municipalities</li><li>Industry groups</li><li>Province of New Brunswick</li><li>IRCC</li></ul>	<ul> <li>Specific campaigns to target workers in growth industries (job fairs, etc.).</li> </ul>
Gather more intelligence on secondary immigration through pre-arrival planning and other ways (for spousal employment, education and other issues).	Short-term	<ul><li> GMLIP</li><li> Municipalities</li><li> MAGMA</li><li> CAFi</li></ul>	<ul> <li>Better integration of spouses and families into the community.</li> <li>Specific initiatives to address this action.</li> </ul>
Develop a program to better match refugees to jobs on offer.	Medium-term	<ul><li>AHS</li><li>3+</li><li>PETL</li><li>MAGMA</li><li>DSD</li></ul>	Lowered unemployment rate among refugees.

# OBJECTIVE 2 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Be more targeted with recruitment missions.	Short-term	<ul><li>Municipalities</li><li>3+</li><li>ONB</li><li>PETL</li><li>IRCC</li></ul>	• # of targeted missions.
Focus on attracting a new generation of ambitious entrepreneurs, including targeted opportunities in growth sectors.	Medium-term	<ul><li>Chamber</li><li>3+</li><li>Municipalities</li><li>ONB</li><li>PETL</li><li>ACOA</li></ul>	<ul><li># of immigrant entrepreneurs.</li><li>Specific initiatives to address this action.</li></ul>
Develop a better list of businesses for sale or for future succession planning (confidential).	Medium-term	<ul><li>Chamber</li><li>3+</li><li>ONB</li><li>PETL</li></ul>	<ul> <li>Updated list of business opportunities.</li> </ul>
Develop the value proposition/case for entrepreneur investment in specific growth sectors (e.g. IT, tourism, etc.).	Medium-term	<ul><li>3+</li><li>ONB</li><li>ACOA</li></ul>	<ul> <li>Compelling information to encourage entrepreneur investment.</li> </ul>
Encourage SMEs to hire immigrants into their workforce.	Medium-term	<ul><li>Chamber</li><li>Municipalities</li><li>Industry groups</li><li>3+</li><li>PSE</li></ul>	<ul><li>More SMEs hiring immigrants.</li><li>Specific initiatives to address this action.</li></ul>
Rollout a toolkit for immigrant recruiting and onboarding and promote it widely among SMEs across the community (ONB process already developed). Employer onboarding program developed and implemented.	Short-term	<ul> <li>Province of NB</li> <li>Municipalities</li> <li>Chamber</li> <li>ONB</li> <li>Industry groups</li> <li>3+</li> </ul>	Toolkit in place.
Develop a shadowing program where large employers could mentor SMEs, related to onboarding immigrant employees.	Short-term	<ul><li>Chamber</li><li>ONB</li><li>industry groups</li><li>3+</li><li>GMLIP</li></ul>	Program put in place.

# OBJECTIVE 2 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Improve profession-specific workforce integration.	Longer-term	<ul> <li>Industry groups</li> <li>3+</li> <li>ONB</li> <li>PETL</li> <li>Council on Articulations and Transfer of New Brunswick</li> </ul>	<ul> <li>Clear pathways for credentialled immigrants to be able to work in their fields.</li> </ul>
Leverage FutureReady NB to significantly expand experiential learning opportunities for international students and new immigrants.	Medium-term	<ul><li>PSE</li><li>3+</li><li>ONB</li><li>PETL</li></ul>	<ul> <li># of international students and immigrants involved in experiential learning.</li> </ul>
Boost the focus on connecting immigrants with employers: Encourage employers, government to engage with international professionals already here and looking for employment.	Short-term	<ul><li>3+</li><li>Chamber</li><li>ONB</li></ul>	<ul> <li>Growth in the number of connectors and connections.</li> </ul>
Provide more input and influence over immigration attraction efforts.	Short-term	<ul><li>Municipalities</li></ul>	<ul> <li>A more formal approach to sharing needs and challenges with prov/fed partners.</li> </ul>

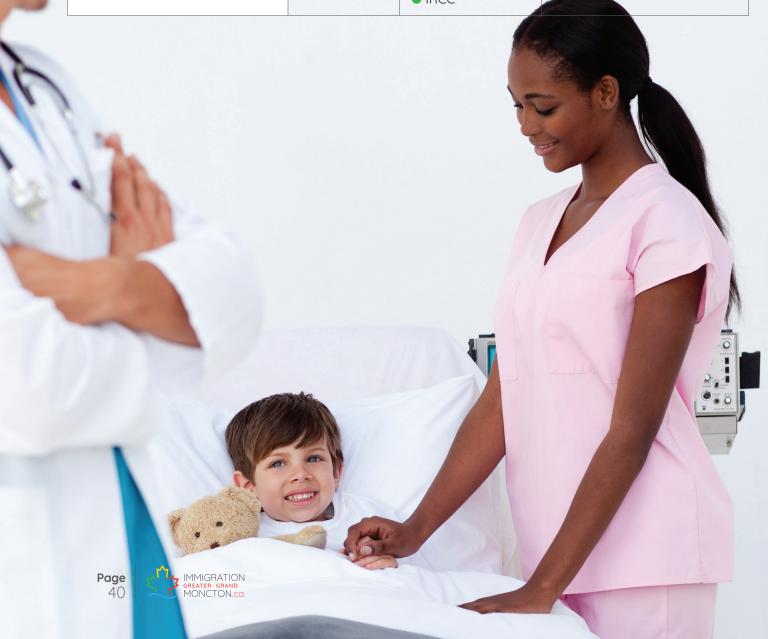
### Expand and improve the pathways for immigrants

**Rationale:** Based on 2016 Census data, Greater Moncton attracts very few family-class immigrants (10% of Moncton CMA total between 2011-2016 compared to 32% in Toronto) or immigrants in other federal skilled and targeted categories. Attracting immigrants in these categories can help address some of the main challenges. For example, virtually every industry requires part time or seasonal employment which is hard to recruit using the main immigrant pathways. However, other immigrants (spouses, family-class, international students, etc.) can work these jobs. This should include parents/grandparents as culturally it is important for immigrants and will also help with retention. This includes international students and also temporary foreign workers.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
The GMLIP study this issue further and recommend potential initiatives.	Medium-term	<ul> <li>GMLIP</li> <li>Municipalities</li> <li>MAGMA</li> <li>CAFi</li> <li>3+</li> <li>ONB</li> <li>PETL</li> <li>IRCC</li> </ul>	Initiatives developed.
Work with industry partners to determine the most appropriate pathways to meet specific sector needs (e.g. TFWs).	Medium-term	<ul><li>3+</li><li>Municipalities</li><li>ONB</li><li>PETL</li><li>Industry groups</li><li>IRCC</li></ul>	Better targeting of immigrant attraction.
Focus on significantly expanding PSE enrolment in Greater Moncton universities and colleges (public and private) taking courses that are aligned with the jobs on offer.	Short-term	<ul><li>Universities</li><li>Colleges</li><li>Municipalities</li><li>3+</li><li>ONB</li><li>PETL</li></ul>	Growth in the number of international PSE students.
Expand experiential learning opportunities for immigrants and international students.	Medium-term	PSE 3+ ONB PETL CAFi MAGMA	# of international students and immigrants involved in experiential learning.

# OBJECTIVE 3 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Encourage SME hiring of international student graduates.	Medium-term	<ul><li>Chamber</li><li>Municipalities</li><li>Industry groups</li><li>3+</li><li>PSE</li></ul>	<ul><li>More SMEs hiring immigrants.</li><li>Specific initiatives to address this action.</li></ul>
Ensure Francophone immigration is part of the expanded pathway effort.	Medium-term	<ul> <li>MAGMA</li> <li>Municipalities</li> <li>CAFi</li> <li>3+</li> <li>ONB</li> <li>PETL</li> <li>CÉNB</li> <li>IRCC</li> </ul>	Initiatives developed.



### Significantly broaden both public awareness and engagement

**Rationale:** Many residents of Greater Moncton do not have a full understanding of the reasons why more immigrants are coming to our community and why we will need even more in the years ahead. As an example, only two out of every five respondents (40 percent) to the online survey knew the Canadian-born population in the New Brunswick workforce was in decline. We need to focus on storytelling in addition to providing facts and figures. We need to focus on the heart as well as the head. New Brunswickers are a kind and generous people but they need to have the full story and be able to differentiate from many of the stories that are reading in the international media.

We need a community-level communications plan to ensure residents have the facts and also the stories of how immigrants benefit our region.

We need a neighbourhood-level focus. There needs to be efforts to encourage newcomers to interact with the people living next door and down the street. Block parties, barbeques and other events centered around local parks would help bring people together.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Develop a communications plan focused on residents of Greater Moncton addressing the key issues. Encourage information 'ambassadors' that are addressing 'fake news' in social media, as an example.	Short-term	<ul><li>GMLIP</li><li>Municipalities</li><li>3+</li><li>MAGMA</li><li>CAFi</li><li>NBMC</li></ul>	Campaign implemented and measured developed.
Implement a neighbourhood- focused approach to public engagement.	Medium-term	<ul><li>Municipalities</li><li>United Way</li><li>MAGMA</li><li>CAFi</li></ul>	<ul> <li>Number of initiatives meant to foster neighbourhood-level engagement.</li> </ul>
Encourage more volunteers to support new immigrant inclusion.	Longer-term	<ul><li>Municipalities</li><li>MAGMA</li><li>CAFi</li><li>Volunteer</li><li>Greater</li><li>Moncton</li></ul>	<ul> <li># of people engaged in volunteer activities that support immigrant retention.</li> </ul>

# OBJECTIVE 4 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Prepare a guide and use social media, other communication tools and the Immigration website to educate locals on what they can do to be more welcoming and inclusive: inviting international students for dinner, pairing with immigrant families.	Medium-term	<ul><li>GMLIP</li><li>Municipalities</li><li>MAGMA</li><li>CAFi</li></ul>	A guide is developed and promoted widely.
Better engage ethnocultural associations. Find ways to support them, better share information, etc.	Short-term	<ul><li>Municipalities</li><li>MAGMA</li><li>CAFi</li><li>Health care</li><li>Education, etc.</li></ul>	Specific initiatives to address this action.
Increase institutional support (places of worship, social organizations, community groups, sports associations, etc.). Provide them with education on where to refer newcomers for services.	Medium-term	<ul><li> GMLIP</li><li> Municipalities</li><li> MAGMA</li><li> CAFi</li></ul>	Specific initiatives to address this action.

Expand and enhance settlement services to meet the needs of immigrants and foster better workforce outcomes

**Rationale:** Ideally every immigrant and family coming to Greater Moncton would have a settlement plan. The government now requires family settlement plans for those coming in under the AIPP (e.g. MAGMA completed 373 settlement plans from April 2018 to February 2019). The consultations revealed that spousal employment continues to be a major challenge.

Beyond settlement plans, we need better education on where to refer newcomers for services and a deliberate focus on getting newcomers connected – to places of worship, social groups, social networks. We need a specific focus on children and on getting immigrant children involved in local sports and other activities.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)	
Focus on first impressions. There was considerable feedback that the first few days and months are critical to the long-term retention of immigrants. This includes expanding pre-arrival services for immigrants destined for Greater Moncton.	Short-term	<ul><li>Municipalities</li><li>GMLIP</li><li>MAGMA</li><li>CAFi</li><li>AHS</li></ul>	Survey of newcomers to assess perceptions of their first few weeks in the community.	
Promote community services into immigrant communities.	Short-term	<ul><li>Municipalities</li><li>MAGMA</li><li>CAFi</li></ul>	<ul><li>Efforts to promote services.</li><li>Enrolment of children and adults in programming.</li></ul>	
Expand settlement services with the goal of covering all newcomers.	Medium-term	<ul><li>GMLIP</li><li>MAGMA</li><li>CAFi</li><li>NBMC</li></ul>	<ul><li># of immigrants with settlement plans.</li></ul>	
Consolidate information on where to access services (i.e. 1-800 number, single email, make better use of the website.	Medium-term	<ul><li>GMLIP</li><li>Municipalities</li></ul>	<ul> <li>A consolidation of all service providers.</li> <li>Information promoted widely.</li> <li>All organizations are working from the same services template.</li> </ul>	

Invest in and strengthen the immigration support ecosystem

Rationale: The consultations underscored the importance of the Local Immigration Partnership and strengthening its role moving forward. Many LIPs in Canada focus on research, outreach, work with ethnocultural associations, places of worship, etc. Another critical role for the LIP is oversight and reporting on the immigration strategy as well as information sharing and communications with the public. It was the view of many consulted for the strategy that there needs to be an internal reporting tool shared by all LIP members – to track strategies and initiatives and for reporting. Beyond the LIP, the full range of institutions (e.g. Chamber of Commerce, industry associations, health care, etc.) need to be focused on how they will evolve to support a growing immigrant population.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Expand the role and resources of the Local Immigration Partnership. Based on its role leading this new strategy, ensure it as the resources its needs.	Short-term	<ul><li>Municipalities</li><li>Federal government</li></ul>	<ul> <li>More staff and resources for the LIP.</li> <li>Specific initiatives such as the working groups, public reporting, etc.</li> </ul>
Expand on-the-ground IRCC and PETL Population Growth presence in the community.	Medium-term	<ul><li>Municipalities</li><li>Chamber</li><li>3+</li></ul>	<ul> <li>More IRCC and PETL resources in the community.</li> </ul>
Make diversity visible: signage, curricula, within municipal government and economic development organizations, publications, committee membership.	Longer-term	<ul><li>GMLIP</li><li>Municipalities</li><li>All related organizations</li></ul>	<ul> <li>Specific initiatives related to this action.</li> </ul>
Focus on the continuum of service: avoid duplication.	Longer-term	<ul><li>GMLIP</li><li>MAGMA</li><li>CAFi</li></ul>	<ul> <li>Annual survey of immigrants and service providing organizations.</li> </ul>
Focus on building intercultural awareness – Canadians understanding immigrant culture and immigrants understanding Canadian culture.	Longer-term	<ul><li>GMLIP</li><li>Municipalities</li><li>Police</li><li>Health care</li><li>Related organizations</li></ul>	<ul> <li>Specific initiatives related to this action.</li> </ul>

## OBJECTIVE 6 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Ensure housing development aligns with the immigration strategy – needs to be affordable and suited to the needs of the newcomer population.	Medium-term	<ul><li>GMLIP</li><li>Municipalities</li><li>GM</li><li>Homebuilders</li><li>Association</li></ul>	More housing options for newcomers.
Expand language training.	Medium-term	<ul> <li>MAGMA</li> <li>CAFi</li> <li>PSE</li> <li>PETL</li> <li>CCNB</li> <li>Alliance</li> <li>Française</li> <li>McKenzie</li> <li>College</li> </ul>	<ul> <li>More immigrants enrolled in language training.</li> <li>Better retention and labour market participation.</li> </ul>
Foster more immigrants in positions of leadership.	Longer-term	<ul><li>GMLIP</li><li>Municipalities</li><li>Chamber</li><li>All related organizations</li></ul>	<ul><li># of immigrants in positions of leadership.</li></ul>
Ensure employers are sensitive to the needs of newcomers.	Longer-term	<ul><li>Chamber</li><li>3+</li><li>Industry groups</li></ul>	<ul> <li>Annual survey of employers.</li> </ul>
Strengthen immigrant health care, particularly immigrant-friendly access and mental health.	Medium-term	GMLIP     Health care organizations	<ul> <li>Annual survey of immigrants and health professionals.</li> </ul>
Support the integration of immigrant youth in schools.	Medium-term	<ul><li>School Districts</li><li>CAFi</li><li>MAGMA</li><li>NBMC</li></ul>	<ul> <li>Initiatives to boost the immigrant student activity.</li> </ul>
Share information to support immigrant families at risk.	Medium-term	<ul><li>Social support organizations</li><li>United Way</li></ul>	Specific initiatives related to this action.

# OBJECTIVE 6 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Avoid segregation of immigrant and non-immigrant populations.	Longer-term	• GMLIP	<ul> <li>Specific initiatives related to this action.</li> </ul>
Strengthen EMO/public safety organizations and their engagement with immigrants.	Longer-term	<ul><li>Municipalities</li><li>EMO/public safety organizations</li></ul>	<ul> <li>Specific initiatives related to this action.</li> </ul>
Expand available and accessible public transportation.	Medium-term	<ul><li> GMLIP</li><li> Municipalities</li><li> Codiac Transpo</li></ul>	Specific initiatives related to this action.

### Strengthen Greater Moncton's leadership and advocacy role

Rationale: Greater Moncton is one of the top destinations east of Montréal for new immigrants to Canada. The consultations for this strategy revealed many challenges related to immigrant attraction, retention and long-term integration into the community. The majority of these challenges are not directly controllable by local stakeholders. For example, many employers suggested the AIPP should require international recruits to stay with their first employer for two years. The construction sector indicated the 'double tax' on rental housing was a main barrier to constructing affordable rental units for new immigrants. As another example, credentialing remains a serious challenge. While local leaders can't directly change these issues, they can have an influence. They can work closely with partners in the provincial and federal governments to strengthen programs. They can provide leadership.

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Develop an advocacy strategy on how to effectively engage government partners and regulatory bodies.	Medium-term	<ul><li>Municipalities</li><li>Chamber</li><li>3+</li></ul>	<ul> <li>Plan in place for more formal engagement of government partners.</li> </ul>
Be armed with strong data and insight when engaging.	Medium-term	<ul><li>Municipalities</li><li>Chamber</li><li>3+</li></ul>	<ul> <li>Updated information on insight and trends needed to support advocacy.</li> </ul>
Municipalities lead by example: Municipal government diversity and inclusion policies.	Medium-to- longer term	<ul><li>Municipalities</li></ul>	<ul><li>More municipal hiring of immigrants.</li><li>Adapting services to meet the needs of immigrants.</li></ul>
Municipalities lead by example: Strengthening investment in immigration attraction and support.	Medium-term	<ul><li>Municipalities</li></ul>	<ul> <li>Increased investment of time and resources.</li> </ul>
Municipalities lead by example: Developing antidiscrimination policies.	Medium-term	<ul><li>Municipalities</li></ul>	Policies in place.



# OBJECTIVE 7 (CONTINUED)

RECOMMENDED ACTIONS	TIMEFRAME	KEY ORGANIZATIONS	INDICATORS (TBD)
Key industry groups (Chamber of Commerce, etc.) and other organizations take on a leadership role.	Medium-term	<ul><li>Chamber</li><li>3+</li><li>Industry groups</li></ul>	<ul> <li>Engagement of these groups in advocacy efforts.</li> <li>Strengthen involvement in regional and national groups. Learn from other cities.</li> </ul>
Share best practices/information.	Medium-term	GMLIP     Municipalities	<ul><li>Involvement in national activities.</li></ul>

#### 2.7 IMMIGRATION TARGETS

It is important to have targets tied to this immigration strategy. While there are many things out of the control of local stakeholders, the targets provide the municipalities, the GMLIP and other partners with numbers to assess if we are making progress. If we are not hitting these targets, it can lead to changes in the strategy to get the community back on track. In addition to the broad targets listed below, there will be specific performance indicators developed to address the actions associated with each objective above. The annual report to the community on the immigration strategy (discussed in Section 3) will report on progress using these main targets as well as discussing the results of specific actions related to the seven objectives of the strategy.

The immigrant attraction targets are based on the projections of labour market demand developed in Section 1.9 above. They are aligned with the regional economic development strategy published by 3+ Corporation in 2018. The regional economic development plan calls for population growth targets of 1.5 percent to 2.0 percent and labour market growth of 1.0 to 1.5 percent per year.

The Francophone immigration target aligns with the provincial goal and will help ensure Greater Moncton continues to foster its role as one of the top bilingual urban centre across Canada.

In the 2018-2019 school year, there are approximately 1,500 international students enrolled in Greater Moncton post-secondary education institutions. This includes the three universities as well as public and private colleges. The post-secondary education system is well positioned to address the target of doubling enrolment to 3,000 by 2024. Based on a survey of institutions, there are expected to be at least 2,100 international students studying in Greater Moncton's post-secondary education institutions in the 2019-2020 school year.

Immigrant retention will be critically important to the success of the Greater Moncton Immigration Strategy. As discussed in Section 1.12 above, the significant changes in who and how we are attracting immigrants should lead to greater retention. Further, the Greater Moncton Immigration Strategy includes deliberate and focused efforts to ensure immigrants put down roots and stay for the long term. The one-year retention rate target of 85 percent is the same as the provincial target for immigrant retention. Specifically, the retention rate is defined as the number of immigrants who landed in Greater Moncton who were still living in the community one year later.

The five-year retention target of 75 percent was developed based on several considerations. First, this would represent a significant increase in the 49.3 percent five-year retention rate observed by Statistic Canada for the 2010-2015 period (the most recent published data on immigrant retention). Second, it is more similar with the longer-term retention rate in secondary urban centres across Canada.

The immigrant retention rates will be published by the provincial government based on the new approach of tracking immigrant mobility using the issuance of Medicare cards in jurisdictions across the country.

### **Greater Moncton Immigration Strategy: Targets**

Immigrant attraction	Annual immigrants settling in Greater Moncton*	
	1,450 in 2018 (actual, baseline) 1,900 by 2020 2,700 by 2024	With a stretch goal of: 2,300 by 2021 3,500 by 2024
Francophone immigration	33 percent of the total	
International students	Double enrollment in Greater Moncton post-secondary education institutions by 2024 (from baseline of 1,500). This includes public and private universities and colleges.	
Immigrant retention	<ul> <li>Using the Government of New Brown</li> <li>One-year retention rate of 85 pe</li> <li>Five-year retention rate of 75 pe</li> </ul>	rcent.

\*Includes non-permanent residents (excluding international students). Based on feedback from industry, there may be an increased use of programs such as the Temporary Foreign Worker program to fill specific needs.



#### 3.1 PARTNER ORGANIZATION COMMITMENT TO THE STRATEGY

The 2020-2024 immigration strategy is not the plan for a specific organization. It is also not the workplan for the Greater Moncton Local Immigration Partnership. It is a regional plan that, while being led by the GMLIP, will implicate many organizations and the public in general. For each of the objectives and recommended action items, several different organizations could be involved. The GMLIP will play the coordination and reporting role. Important to effective implementation, it will be important for many of these organizations to look for alignment between their own plans and the immigration strategy. Further, these organizations will be encouraged to build into their own workplans specific actions outlined in this strategy. It is recommended that a variety of stakeholder 'sign' the plan along with the municipalities and the LIP to cement their commitment to it over the next five years.

#### 3.2 THE EXPANDED ROLE FOR THE LIP

The Greater Moncton Local Immigration Partnership will play an even larger role in the implemented of the 2020-2024 immigration strategy. It will be tasked with expanding its own activities (research, working groups, etc.) and with reporting on the outcomes of the strategy to the community on an annual basis. The partners in the GMLIP should ensure the organization:

- Has the right mix of committees that align with the immigration strategy and that are effectively addressing issues arising in the strategy.
- Has the capacity to gather and analyze data related to immigration in Greater Moncton.
- Can mobilize and engage partner organizations on actions that relate to their roles in the immigration strategu.
- Can produce an annual report on the progress of the immigration strategy.

#### 3.3 DEVELOPING THE ANNUAL WORKPLAN/PERFORMANCE INDICATORS

This strategy includes a series of recommended actions that came out of the consultation process. If successfully implemented these actions will result in progress addressing the seven objectives in this strategy and helping the community work towards its vision of making Greater Moncton among the most attractive and inclusive places for newcomers in Canada. The GMLIP should develop an annual work plan that lay out how these actions will be implemented and developing specific performance indicators.

#### 3.4 ONGOING EVALUATION AND MONITORING

It will be important for the GMLIP to evaluate implementation efforts on an ongoing basis. As it develops the annual workplan for the strategy's implementation it should ensure there is an ongoing process for assessing progress on specific initiatives/actions and undertaking any course correction should changes be required. Greater Moncton Immigration Annual Report: As part of the ongoing evaluation and monitoring process, the GMLIP will issue an annual report each year that provides an update to the community on the progress related to the immigration strategy. This annual report should provide the most current progress on the main targets covered in Section 2.7 and performance indicators for specific initiatives undertaken to address each of the seven objectives.

#### CONCLUSION

In 2013, the three municipalities along with other partners stepped up and developed a new five-year immigration strategy for the region. The 2014-2018 Greater Moncton Immigration Strategy was a considerable success. The number of immigrants settling here has risen steadily. The community now has the fifth highest annual immigrant rate among all urban centres east of Montreal. Retention rates are improving. The Greater Moncton Local Immigration Partnership (GMLIP) was established and is now playing an important coordination role.

Because of the success of the first immigration strategy, we know the community can and will rally behind this important initiative. Moving forward we will need to increase immigrant levels even further and substantially boost the services and support needed to ensure a high level of retention.

The GMLIP will have a very important role overseeing the implementation of this strategy. Many other organizations, and the other two levels of government, need to step up as in the past and get engaged in the implementation of this strategy. No less than three dozen organizations are specifically identified in this strategy and many more will need to be engaged.

This strategy is not just the GMLIP strategy. It is not just a municipal government strategy. It is a roadmap for the engagement of an entire community in an effort that will define who we are and who we will be in the years ahead.

#### APPENDIX A: ECONOMIC IMPACT MODEL METHODOLOGY

- Includes immigrants landing in Canada between 2011 and 2016 and residing in the Moncton CMA in 2016. Also includes non-permanent residents active in the labour force.
- Assumes the immigrant workforce has the same full time/part time mix as the general population (consistent with current immigrant labour force statistics).
- Uses the employment, labour income and GDP multiplier effects for each of the main 20 industry groups as classified by Statistics Canada.
- Assumes the average recent immigrant household spends similar to the average household overall in New Brunswick.
- International student figures estimated for 2018-2019 based on interviews. Includes public and private colleges and universities. International tuition rates for New Brunswick also taken from Statistics Canada tables for 2017. Also assumed an average monthly spending on food, accommodation, etc. of \$1,000 per international student.
- A robust tax impact model is beyond the scope of this document but, in general, the New Brunswick government generates own source tax revenue at rate equivalent to 16% of provincial GDP. This excludes federal transfer payments and other revenue not induced by provincial economic activity.



### APPENDIX B: BEST PRACTICES AND INTERESTING INITIATIVES ON IMMIGRATION - MUNICIPALITIES AND COMMUNITIES

The best practices and interesting initiatives below are examples that meet the objectives of the new Greater Moncton Immigration Strategy (2020-2024). It is not an inventory, but rather a selection of practices which could be mostly useful to the Greater Moncton Local Immigration Partnership and to their partners for the implementation of the new strategy.

### OBJECTIVE 1



Promote Greater Moncton internationally as a destination for education, professional advancement, business and daily life

COMMUNITY	PRACTICE
Bathurst, New Brunswick	International Promotion The Municipality makes a financial contribution to the representation of the City in foreign promotion and recruitment fairs in French speaking countries (France, Belgium, Morocco, Egypt and Senegal). This contribution helps enhance the provincial contribution and attract French speaking and bilingual immigrants (workers and entrepreneurs) and international students.

### **OBJECTIVE** 2



Reinforce the alignment of immigrants' attraction efforts with the labour market demand and economic outlook

COMMUNITY	PRACTICE
Beauce, Québec	Targeted recruitment in sync with labour market requirements The Beauce area initiated a turnkey targeted recruitment formula. They propose Education Employment Quality of life journeys in regulated areas where labour demand is high.
Kingston, Ontario	Assessment of labour requirements  The "Wire Up" project helps create a detailed information database to provide those in charge of workers' development, employers, trainers, talent recruiters, etc., with strategic information to foster collaboration, planning, action and decision making.
Québec	"Avant l'arrivée" linguistic training events The Province of Quebec provides linguistic training events to immigrants in their home country to help them develop their fluency in French and expedite their integration in the Quebec labour market.

Extend and facilitate the migration pathway

COMMUNITY	PRACTICE
Halifax, Nova Scotia	Link between international students and the local employment market The provincial settlement organization, ISAN, implemented a mentoring and internship program to make a connection between international students and the labour market.
Toronto, Ontario	Mentoring Program at City Hall  A mentoring program for immigrants has been implemented at City Hall to help them benefit from the municipal staff's experience and expertise.

## OBJECTIVE 4

Extend the outreach and public engagement substantially

COMMUNITY	PRACTICE
Barcelona, Spain	Population awareness An "anti rumour" communication campaign presenting the facts for debunking popular myths towards immigration.
Marseille, France	Interreligious dialogue The Mayor meets with the leaders of the various religious communities to initiate and promote an interreligious dialogue.
Montréal, Québec	Communications campaign on immigration economic impacts The City of Montreal has incorporated a component designed to demonstrate the impacts of immigration in its economic development community strategy.

Extend and improve settlement services to meet the needs of immigrants and foster the improvement of outcomes for the workforce

COMMUNITY	PRACTICE
Saint John, New Brunswick	Analysis of discrepancies and requirements  The Municipality has initiated an approach for the analysis of discrepancies between available services and immigrants' requirements.
British Columbia	Mental health follow-up for young refugees  The Early Years Refugee Project (EYRP) is an initiative focussed on young refugees and on family settlement and development requirements aimed at minimizing the sequels of traumas suffered by refugee families and at supporting the development of their children in Canada, while facilitating access to community resources and creating a welcoming and integration conducive framework.

Invest in and reinforce the immigration support ecosystem

COMMUNITY	PRACTICE
Saint-Boniface, Manitoba	Transition Housing The Abri Marguerite shelter opens its doors to provide newcomer immigrants with access to an affordable transition housing.
Waterloo, Ontario	Housing Landlord of the Year Award  A Housing Landlord of the Year Award for immigrants is awarded to landlords showing innovation, flexibility, caring and solutions to provide access to affordable housing.
Montréal, Québec	Cultural diversity training for police officers The City of Montreal Police Service officers benefit from a cultural diversity training.
St. John's, Newfoundland	Intercultural medical training The Gateway Project provides medical students at Memorial University with training on intercultural medicine and the opportunity to get involved locally, therefore contributes to improving access to healthcare for new Canadians arriving in the Province.
Sherbooke, Québec	<b>Transit pass</b> The municipality provides free bus passes for students and immigrants.

## OBJECTIVE 7

Reinforce the leadership and the role of Greater Moncton Champion

COMMUNITY	PRACTICE
Stuttgart, Germany	A Pact for Integration The City Council has enacted a Pact for Integration, implemented policies and activities and set up the first Policy Integration Office for a full immigrants' civic engagement.
Sherbrooke, Québec	Immigration Municipal Policy One of the first municipalities in the country to adopt an immigration municipal policy.
Ottawa, Ontario	Data on local immigrants The Local Immigration Partnership (LIP) is developing a database with current statistics and information on the immigrant community and their integration level.



