




Becoming an Inclusive Community

Greater Moncton Immigration Strategy
2014-2018



M O N C T O N



The Greater Moncton Immigration Strategy is a direct result of the first ever Greater Moncton Immigration Summit which was held in 2013. The Summit and this strategy were undertaken and created under the direction of the City of Moncton's Economic Development department with the support of the Province of New Brunswick's Population Growth Division and the City of Dieppe and the Town of Riverview through their financial investment in the former Greater Moncton Immigration Board.

The City of Moncton wishes to recognize the dedication of consulting team of Jupia Consultants Inc. and Landal Inc. for their development work in relation to the Summit and the Greater Moncton Immigration Strategy. Thank you to the numerous volunteers who generously gave their time to help make this Summit possible. The most enthusiastic thank you is reserved and extended to the participants. Almost 200 people representing many diverse cultures attended the Summit and

participated in follow-up consultations. Attendees included international newcomers, longstanding service and settlement agencies such as MAGMA and CAFI, government agencies, private sector companies and educational stakeholders. Many people took time to share their story, their hope and experience plus provided valuable input into what is intended to be a guiding road map to build upon the successes we have had as a community and to progress Immigration in Greater Moncton to benefit all.

The community has brought forward and identified the priorities and strategic areas of focus which make up the Greater Moncton Immigration Strategy. Consider this strategy as the community's call to action to you - how can you participate? What can you do to make a difference? How can your organization or company impact newcomer attraction, settlement and retention in Greater Moncton? It's time to fulfill our potential.

Table of Contents

Executive Summary	1
Section 1: General overview and background information	4
1.1 Introduction	5
1.1.1 The need for a new immigration strategy	5
1.1.2 The consultation and research process	6
1.1.3 Municipalities and immigration	7
1.1.4 Immigration: A coordinated approach	7
1.1.5 Why should immigrants consider Greater Moncton?	8
1.2. A Profile of Immigration in Greater Moncton: Recent Trends.	9
1.2.1 Immigrants by period of immigration	9
1.2.2 Immigrants by age group	11
1.2.3 Immigrants by country of birth	11
1.2.4 Immigrants by industry of employment	11
1.2.5 Immigrants by education level	13
1.2.6 Immigrants by labour market activity	14
1.2.7 Immigrants by mother tongue	14
1.2.8 Immigrant integration into the workforce and community	15
1.2.9 Insights from the statistical profile of Greater Moncton's immigrant population	16
1.3. Immigration and Future Population Growth	16
1.3.1 Modelling the need for immigrants	16
1.3.2 Population forecast model highlights	18
1.3.2 Greater Moncton and population growth – driving the immigration strategy	23

(continued on next page)

Section 2: The vision based on community consultation	24
2.1 Towards a More Strategic View of Immigration	25
2.2 The Vision for Immigration into Greater Moncton.	26
2.3 Becoming an inclusive community.	26
2.4 Key Objectives: Overview	26
2.5 Key Objectives: 1. Attraction of New Immigrants.....	29
2.6 Key Objectives: 2. Retention and Integration	38
2.7 Key Objectives: 3. Immigration and Entrepreneurship	46
Section 3: The way ahead - the local immigration partnership.	50
3.1 Immigration and Small to Medium Sized Urban Centres in Canada	51
3.2 The Local Immigration Partnership Model.....	52
3.3 The Greater Moncton LIP	54
3.4 The Greater Moncton LIP Pilot Project	56
Conclusion	57

Executive Summary

This is an exciting time for the Greater Moncton community. For more than two decades, the community has been an economic growth engine for New Brunswick. Between 1987 and 2012, the region has added 36,500 to its population. The vast majority of people moving into Greater Moncton during that period came from other regions of New Brunswick.

During the Greater Moncton Immigration Summit, community and business leaders indicated their desire for this community to continue its role as a growing and dynamic urban centre for the province. They realize; however, the sources of population growth in the coming years will be different than in the recent past. Specifically, we will need to rely much more on newcomers from outside Canada. As outlined in Section 1.3, the community will need to add more than 1,000 new immigrants per year by 2017 to achieve a moderate rate of population growth.

Population growth is not an end in and of itself. Neither is economic growth. However, New Brunswick needs its urban centres such

as Greater Moncton to continue to drive economic and population growth not for some abstract bragging rights but because this is needed to shore up the fiscal capacity of government to provide public services and infrastructure.

Recent immigration trends

The number of new immigrants who have settled in Greater Moncton has increased significantly in recent years rising from around 100 per year in the 1990s and early 2000s to average of more than 600 per year between 2009 and 2012 (Section 1.2.1).

Thirty-seven percent of the region's entire immigrant population in 2011 arrived here between 2006 and 2011 compared to 17 percent for the country as a whole. In total, there were 2,245 immigrants in the Moncton CMA that moved to Canada between 2006 and 2011. This represented over 31 percent of the total across New Brunswick and considerably more than either Saint John or Fredericton.

On average, immigrants are a lot younger than the population as a whole. Among recent immigrants, only three percent are over the

age of 55 compared to 28 percent among the overall population. Immigrants tend to be more educated and are more heavily employed in front line service industries than other residents. There is a slightly higher unemployment rate among immigrants but on the whole, the new immigrant employment rate is higher than many other urban centres across Canada (Section 1.2.8).

Greater Moncton has witnessed an increase in the number of Francophone immigrants in recent years. Before 2006, the percentage of all immigrants to the community with French as their mother tongue was only nine percent. Between 2006 and 2011, Francophone immigrants increased to 18 percent of the total. Asia (mostly Korea) was the top source of new immigrants between 2006 and 2011 with over 1,000 new immigrants to the community (Section 1.2.3).

The Greater Moncton immigration strategy: vision and objectives

Greater Moncton's local government, community and business leaders want the region to continue to be a growth engine for New Brunswick. The vision for immigration is meant to support this broader goal for the community:

The attraction, retention and integration of new immigrants is a key priority in support of Greater Moncton's vision of being a growing and inclusive community.

The objectives of the strategy are summarized into three main categories: Attraction; Retention and Integration; and Entrepreneurship and Business Networks. The rationale and measurement framework for each of these objectives is found in Sections 2.4-2.7.

Key Immigration Strategy Objectives: Summary

1. ATTRACTION OF NEW IMMIGRANTS

- Align immigration and foreign worker attraction efforts to labour market needs (including use of the temporary foreign worker TFW program)
- Build a one-stop-shop Web portal to promote immigrating into Greater Moncton
- Use existing immigrants as ambassadors to promote Greater Moncton
- Promote Greater Moncton to new Canadians elsewhere across the country
- Expand use of post-secondary education system as conduit for immigration
- Continue to focus on attracting French speaking immigrants

2. RETENTION AND INTEGRATION

- Ensure alignment/coordination of immigrant settlement and retention services
- Develop a single Web portal summarizing all the services available to immigrants
- Expand public awareness of the role of immigration and the need to be a welcoming community
- Foster more immigrant friendly public and personal services
- Municipal governments lead by example – integrating immigrants and immigrant-friendly public services
- Ensure Francophone immigrants have broad access to English language training
- Encourage local immigrant networks and cross-pollination among the networks
- Establish a spousal employment referral network

3. IMMIGRATION, ENTREPRENEURSHIP AND BUSINESS NETWORKS

- Attract more “high growth potential” immigrant entrepreneurs
 - Align immigrant investors with local investment needs /more strategic use of immigration as a source of foreign direct investment
 - Integrate professional immigrants into local business networks
 - Integrate more immigrants into management roles in the public and private sectors
-

Immigration support in Greater Moncton

An important network of organizations has expanded in recent years to address the growing immigrant population in the region. The community has two core settlement agencies: the Multicultural Association of the Greater Moncton Area (MAGMA) and the Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFI). These two groups have developed core services to support the settlement and integration of new immigrants into the local community. In addition to MAGMA and CAFI there are many other important stakeholders providing various services to immigrants including the Chamber of Commerce, Enterprise Greater Moncton, the Société Nationale de l'Acadie and other ethno-cultural associations, business groups, government and municipal service providers.

The Greater Moncton Local Immigration Partnership

In response to the rise of immigration into mid-sized urban centres, the federal government developed the Local Immigration Partnerships


(LIP) model to provide a framework for a coordinated approach for immigrant retention (Section 3.2)¹. There are 36 LIPs in Ontario and one in Calgary, Halifax and St. John's, respectively. They are provided funding by Citizenship and Immigration Canada (CIC).

Successful LIPs are meant to expand the number of stakeholders involved in immigration planning and service development and better coordinate those services. They are also meant to improve "host" community attitudes and receptivity to newcomers in support of a two-way street model of integration. LIPs do not offer settlement services nor do they directly work with new immigrants.

A key theme emerging out of the Immigration Summit and the stakeholder interviews was the need for better coordination of services and a broadening of the base of local organizations involved in efforts to attract and retain new immigrants.

The Greater Moncton immigration strategy will implement a ***Local Immigration Partnership as a catalyst*** for achieving the vision and meeting the objectives set in Sections 2.4-2.7. As identified in Section 3.3 there are dozens of organizations from ethno-cultural associations to economic development organizations that will be invited to participate in the LIP along with the two settlement agencies.

¹ The Ontario Ministry of Citizenship and Immigration (MCI) and the Association of Municipalities of Ontario (AMO) were key partners in the development of the initial LIPs in that province.



Section 1:

General overview and background information

1.1 Introduction

1.1.1 The need for a new immigration strategy

For over two decades, Greater Moncton has enjoyed a sustained period of economic expansion and population growth. In the past 25 years, the Moncton region has grown by nearly 40,000 people. The bulk of this growth occurred in the tri-community area of Moncton, Dieppe and Riverview. In just 25 years, the combined population of the three communities rose by 39 percent. By Atlantic Canadian standards, this has been remarkable.

There are many reasons why the Greater Moncton region economy has been on a sustained growth trajectory but likely the most important factor has been the availability and quality of the workforce. Local, national and international firms have expanded in this community and have been able to fill their workforce needs.

The Greater Moncton workforce expanded to support this robust growth. New workers were added to the labour pool from natural growth

in the community and through the attraction of workers from other parts of New Brunswick. As will be detailed in Section 4 below, Greater Moncton relied heavily on intraprovincial migration (from other areas of New Brunswick) to support its expanding workforce.

In 2014 and beyond, the workforce supply dynamic is changing. The number of people available in the rest of New Brunswick as candidates to move here for work is dwindling. The local labour market is aging and thousands of Greater Monctonians will retire in the near future. If the economy is to continue its robust economic growth it will need to look further afield for its workforce needs.

If local leaders want Greater Moncton to continue to grow, ensuring the supply of talent to fuel local workforce needs will likely be the single biggest challenge the three communities will face in the coming years.

The importance of immigration goes beyond workforce needs or economic priorities. Immigrants already play a vital role in the community's economic, social and cultural development. This includes immigrants who arrive on compassionate or humanitarian

grounds. In the years ahead, immigration will continue to enrich the community's cultural diversity and help to build citizens with more of a global view.

This is the rationale for the development of a new immigration strategy for Greater Moncton. Immigration policy and levels are set by the federal government with guidance from the provincial government. Municipal government does not have any formal authority over immigration levels but decisions made at the local level do have a significant influence on whether or not a community is able to attract and retain new immigrants. In addition, effective immigration policy established by the other levels of government must reflect on-the-ground realities in the communities in which new immigrants are required.

Therefore this strategy is meant both to support local immigration activities and to align with the provincial government's efforts to attract and retain more immigrants to the province.

1.1.2 The consultation and research process

A consulting team made up of Landal Inc. and Jupia Consultants Inc. was retained to develop the new immigration strategy.

The Greater Moncton Immigration Strategy 2014-2018 was prepared after a consultation process with local immigration settlement agencies, community groups, businesses and key public service organizations in the region.



In addition, in May 2013 the City of Moncton hosted an Immigration Summit that attracted over 200 attendees from across the region. The Summit featured roundtable discussions where attendees discussed important questions related to attraction, retention and integration of new immigrants. There were also expert presentations on immigration trends and on key demographic and economic challenges facing

the region in the years ahead. Panels were convened where those directly involved with immigration into Greater Moncton debated ideas on how the community can become more immigrant-friendly.

recent years, dozens of communities have developed plans for the attraction, integration and retention of immigrants and these plans provided helpful insight into how other communities are addressing this issue. The

Figure 1: Organizations Consulted

- Multicultural Association of the Greater Moncton Area (MAGMA)
 - Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFI)
 - Enterprise Greater Moncton
 - Greater Moncton Chamber of Commerce
 - Conseil économique du Nouveau-Brunswick
 - Retail and food services (2 firms)
 - Transportation (2 firms)
 - Manufacturing (1 firm)
 - IT and technology (2 firms)
 - Legal services (1 firm)
 - Post-secondary education (2 organizations)
-

After the summit, the consulting team conducted another round of interviews with business, education and community leaders to supplement the insight coming out of the Summit.

The consulting team also reviewed immigration strategies that have been developed in other regions across Canada. In

Local Immigration Partnership model in Ontario is particularly helpful (see Section 6.2) and provides an excellent framework for collaboration in the Greater Moncton region.

The Immigration Strategy Development Process: Desired Outcomes

The consulting team was tasked with developing a new immigration strategy for

Greater Moncton that includes the following five key requirements:

- Develop and clearly communicate the need for immigration in the years ahead.
- Relying on best practices, recommend ways to foster the institutional changes needed to make us a welcoming community.
- Engage the business community in the attraction and integration of immigrants into the workforce.
- Encourage governments to view immigration into mid-sized urban centres such as Greater Moncton in a different way.
- Ensure we have strong immigrant support infrastructure in place.

1.1.3 Municipalities and immigration

Historically, municipalities across Canada did not have much of a role when it came to immigration. Immigration is a shared jurisdiction between the federal and provincial governments and there hasn't been much of a role for local government – particularly outside of the largest urban centres. However, in recent years the dynamics have changed as

more immigrants settle outside of the Toronto-Montreal-Vancouver urban centres and municipal governments realize how important attracting talent is to their continued growth and vitality.

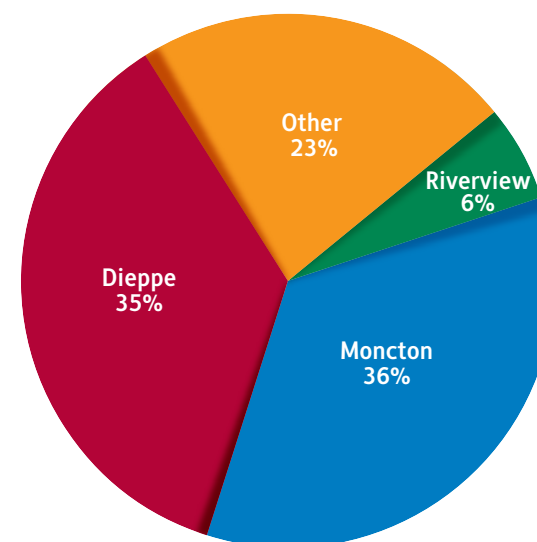
In reality, municipalities have a fundamental role in the attraction, retention and integration of immigrants. The Toronto-based Cities of Migration initiative features '100 Good Ideas in Integration' taken from local integration practices drawn from cities across the globe². The vast majority of these good ideas fall under the jurisdiction of municipal government or are directly related to local community stakeholders.

If Greater Moncton and other communities are to successfully attract and retain immigrants in the years ahead, it will involve a true partnership of local government, settlement agencies, business groups and other local stakeholders.

1.1.4 Immigration: A coordinated approach

The three municipalities that make up Greater Moncton have a history of coming together to

Figure 2: Dieppe's Employed Workforce by Source Community (2011) - % of Total



Source: Statistics Canada 2011 National Household Survey.

address important regional challenges. Ensuring the supply of workers will grow to meet the needs of the local economy is truly a regional challenge. Data from the 2011 National Household Survey confirms just how integrated the municipalities are from an economic and workforce perspective.

² Visit www.citiesofmigration.ca for more details.

In 2011, more people from the City of Moncton worked in Dieppe than those who resided in Dieppe itself (Figure 2). At the same time, nearly 6,300 residents of Dieppe commuted into Moncton for work every day. Similar commuting patterns exist between Riverview and its neighbouring municipalities.

While each municipality has its own distinct characteristics, the economy and labour market is highly integrated. This applies to immigration as well. From the National Household Survey, we know that 28 percent of Riverview's total immigrant population arrived between 2006 and 2011. In Dieppe it was 36 percent and in the City of Moncton it was 43 percent. This compares to only 17 percent of the immigration population across Canada. This track record of attraction and retention of immigrants is an important first step to further growth of the immigrant population.

Attracting and retaining immigrants is a regional issue and will require municipal cooperation. However, well beyond the municipal governments, there is an ecosystem of organizations that have an important role to play to ensure we are attracting immigrants and also retaining and integrating them into

our community. These include the direct immigrant services providers such as MAGMA and CAFI and also our hospitals, schools, churches and other public institutions. Equally important is the business community which needs to see the importance of immigration to the future workforce in the region. If businesses are reluctant to hire immigrant workers this will contribute to an ever-tightening labour market and eventually could stunt the growth potential of Greater Moncton.

Finally, the provincial and federal governments are key players in this strategy. It is vitally important that the federal government does not inadvertently choke off the supply of workers for the Greater Moncton economy as part of national labour market and immigration reforms. The federal government has been very supportive of immigration efforts in mid-sized urban areas across the country through its "Local Immigration Partnership" and other similar models. Helping Greater Moncton learn from other communities is an important role for the federal government. The provincial government is also a critical partner. The province needs vibrant and growing urban

centres and that will require considerably more new immigrants in the coming years.

1.1.5 Why should immigrants consider Greater Moncton?

Greater Moncton is an excellent community to live, work, raise a family and retire. The region's two linguistic communities provide a template for accommodation and cooperation. Greater Moncton's vibrant culture has been a driving force for population integration over the past 20-30 years and will be key to the integration of new populations in the years ahead.

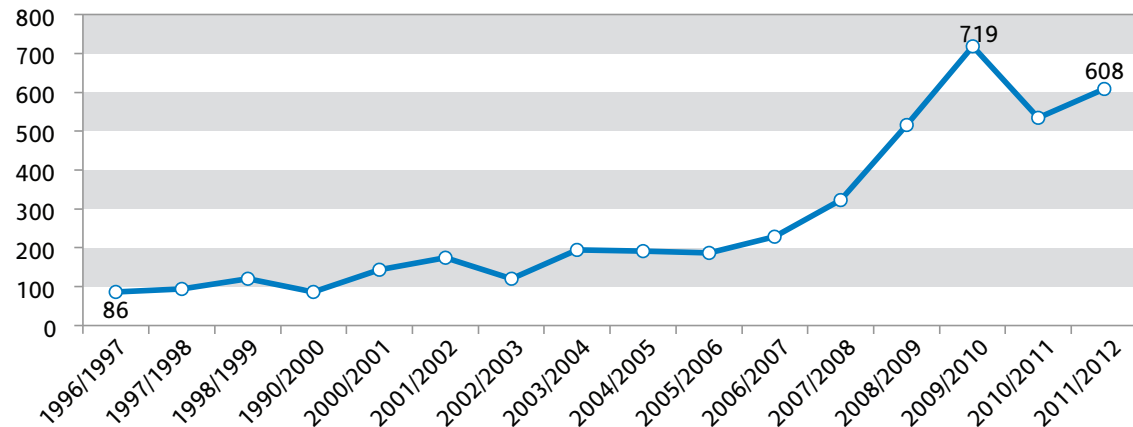
Above all, Greater Moncton's economic prospects are strong. The region benefits from its geographic position within the Maritime Provinces. This strategic advantage has led to sustained economic growth in transportation and distribution, tourism, retail and other sectors that service the Maritime population. In addition, the region has generated a large number of successful entrepreneurs and that entrepreneurial foundation continues to drive the community's economic success.

1.2. A Profile of Immigration in Greater Moncton: Recent Trends

1.2.1 Immigrants by period of immigration

Until recently Greater Moncton was not attracting many immigrants relative to its overall population growth. In the 1990s, the average immigration rate was only around 100 people per year. Most of the population growth in the region came from intra-provincial migration (people moving in from other areas of New Brunswick) and from natural population growth (births minus deaths). However, after the provincial government started to make immigration more of a priority in the mid-2000s, the Moncton CMA started to attract more immigrants. Between 2004 and 2008, annual immigration had increased to more than 200 per year and from 2009 to 2012 there were on average more than 600 new immigrants per year into the region (Figure 3).

Figure 3: Annual immigration into the Moncton CMA (#)



Please Note: The statistics on immigration into Greater Moncton in this section come from Statistics Canada's CANSIM tables covering the components of population growth. The data is somewhat different than that which is reported by Citizen and Immigration Canada which only shows the location of initial settlement (and doesn't take into account any post-settlement migration within Canada).

Source: Statistics Canada CANSIM Table 051-0047.

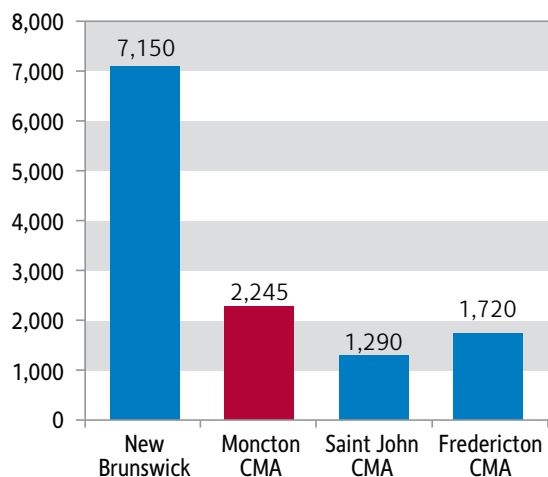
Statistics Canada's National Household Survey (NHS) conducted in conjunction with the Census in 2011 provides us with a broad profile of the immigrant population in Greater Moncton. The annual estimates shown in Figure 3 above indicate how many new

immigrants arrived in Greater Moncton on an annual basis but it doesn't provide information on how many of them stayed in the region. From the NHS, we know how many immigrants in total were living in Greater Moncton in 2011 and when they immigrated to Canada. Figure 4

shows the total number of persons who were living in the Moncton CMA in 2011 and who immigrated to Canada between 2006 and 2011.

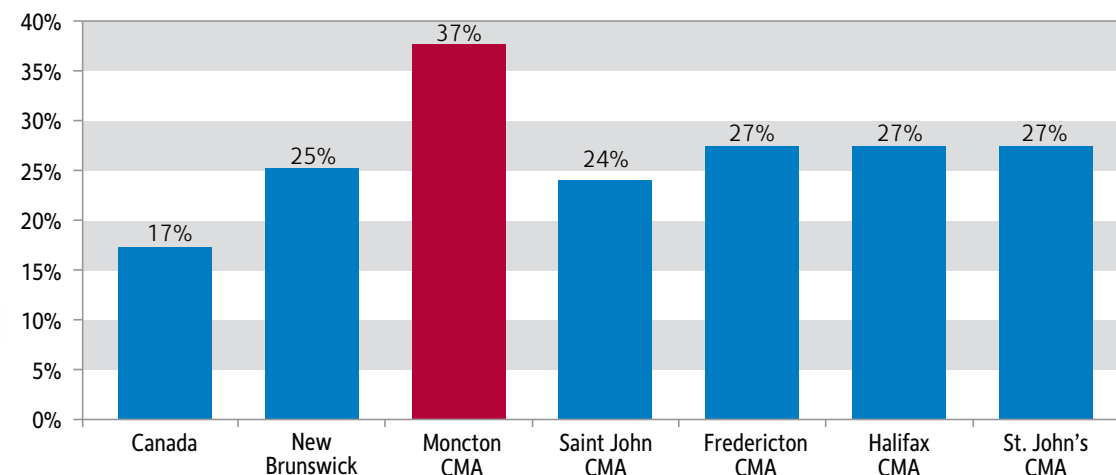
In total, there were 2,245 immigrants in the Moncton CMA that moved to Canada between 2006 and 2011. This represented over 31 percent of the total across New Brunswick and considerably more than either Saint John or Fredericton.

Figure 4: New immigrants between 2006–2011



Source: Statistics Canada 2011 Census.

Figure 5: Percentage of total immigrants who arrived between 2006 – 2011



Source: Statistics Canada 2011 National Household Survey.

This also represents a considerable increase compared to previous periods. Of the total immigrants living in the Moncton CMA in 2011, 725 moved to Canada between 2001–2005, 455 moved from 1991–2000 and 495 from 1981–1990.

Within the Greater Moncton area, the City of Moncton attracted 1,635 new immigrants that landed in Canada between 2006–2011, the

City of Dieppe attracted 255 and the Town of Riverview attracted 235.

The Moncton CMA attracted more new immigrants between 2006 and 2011 relative to its overall immigrant population than all but two other CMAs across Canada³. Of the total immigrant population in 2011, 37 percent arrived between 2006 and 2011 (Figure 5).

³ Saskatoon, SK and Trois-Rivières, QC.

1.2.2 Immigrants by age group

One of the main reasons Greater Moncton will need to attract more population in the coming years will be to balance the aging workforce with a younger cohort of workers. The recent immigrant population is decidedly younger than the population as a whole. As shown in Table 1, 46 percent of recent immigrants to Greater Moncton are under the age of 24 compared to 28 percent of the population at large (and only nine percent of the immigrant

cohort that settled in Canada before 2006). Only three percent of new immigrants are over the age of 55 compared to 13 percent among the overall population.

1.2.3 Immigrants by country of birth

The ethnic profile of immigrants to Greater Moncton in recent years is significantly different compared to the past. Immigrants before 2006 were mostly from the United States and Europe. Since 2006, they are

increasingly from Asia and Africa (Table 2). South Korea, Vietnam, Haiti and the United Kingdom were the top sources of immigrants between 2006-2011.

Table 1: Immigrants by Age Group (2011)*

Percent of Total Immigrants
Moncton CMA

Age Group:	Moncton CMA Population	Immigrants between 2006-2011	All other immigrants
Under 15 years	15%	23%	5%
15 to 24 years	13%	23%	4%
25 to 34 years	14%	16%	8%
35 to 44 years	14%	22%	21%
45 to 54 years	16%	13%	20%
55 to 64 years	13%	3%	15%
65 years and over	15%	0%	27%

*Does not include those on student visas.

Source: Statistics Canada 2011 National Household Survey.

Table 2: Immigrants by Country of Birth (2011)

Moncton CMA

	Before 2006	% of Total	Between 2006 -2011	% of Total
Total immigrants	3,750		2,245	
United States	1,075	29%	120	5%
Europe (incl. UK)	1,555	41%	290	13%
Africa	230	6%	515	23%
Asia	615	16%	1,080	48%

Source: Statistics Canada 2011 National Household Survey.

1.2.4 Immigrants by industry of employment

New immigrants to the Greater Moncton region are finding employment for the most part in service industries with a particular focus on front line services such as wholesale and retail trade and also accommodation and restaurants. Thirty-three percent of all employed immigrants in Greater Moncton work in these sectors compared to only 16 percent across New Brunswick and 24 percent in Canada as a whole. This is a very important

consideration as it is now becoming much more difficult to attract immigrants into these lower and semi-skilled service sectors (See Section 5.2).

A lower percentage of immigrants work in professional, scientific and technical services compared to the national level for immigrants. There are slightly more immigrants working in administrative and support industries which is likely the influence of the customer contact centre industry here which is starting to attract immigrant workers. Compared to the rest of New Brunswick, there are considerably fewer immigrants working in public services. Across the province, 31 percent of total immigrants are employed in the public sector compared to only 22 percent in the Moncton CMA.

Table 3: Immigrant Population by Industry of Work (2011)*

Percent of Total Immigrants

Moncton CMA, New Brunswick and Canada

	Moncton CMA	New Brunswick	Canada
11 Agriculture, forestry, fishing and hunting	0%	4%	1%
21 Mining, quarrying, and oil and gas extraction	1%	1%	1%
22 Utilities	0%	1%	1%
23 Construction	4%	5%	5%
31-33 Manufacturing	5%	7%	11%
41 Wholesale trade	5%	2%	5%
44-45 Retail trade	16%	11%	11%
48-49 Transportation and warehousing	6%	5%	5%
51 Information and cultural industries	2%	2%	3%
52 Finance and insurance	5%	4%	5%
53 Real estate and rental and leasing	1%	1%	2%
54 Professional, scientific and technical services	6%	7%	9%
56 Administrative and support (incl. waste mgmt.)	7%	5%	5%
61 Educational services	7%	10%	6%
62 Health care and social assistance	10%	13%	11%
71 Arts, entertainment and recreation	4%	3%	2%
72 Accommodation and food services	12%	8%	8%
81 Other services (except public administration)	4%	4%	5%
91 Public administration	5%	8%	5%

**includes self-employed persons.*

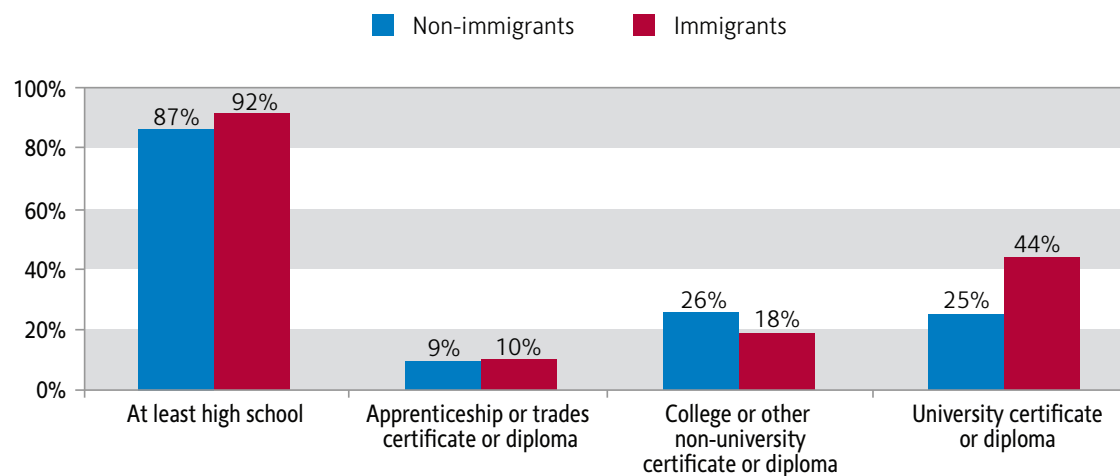
Source: Statistics Canada 2011 National Household Survey.

1.2.5 Immigrants by education level

On the whole, immigrants have a much higher level of formal education compared to non-immigrants in Greater Moncton. As shown in Figure 6, 44 percent of adult immigrants have university education compared to 25 percent among non-immigrants. Only eight percent of immigrants have less than a high school education.

Figure 6: Immigrants by Education Level (2011)

Percent of Total Immigrants
Moncton CMA



Source: Statistics Canada 2011 National Household Survey.

1.2.6 Immigrants by labour market activity

There are some differences in labour market activity between immigrants and non-immigrants in Greater Moncton. As shown in Table 4, overall the immigrant unemployment rate is considerably higher (10 percent among immigrants compared to only 7.1 percent

among non-immigrants) and the employment rate (those working age that were employed in 2011) is somewhat lower (60.6 percent compared to 64.4 percent).

However, for immigrants with only a high school education, the unemployment rate rises to 15 percent and the employment rate drops to less than 50 percent. Those with at least

some post-secondary (but not university) are much more likely to be employed but still have fairly high unemployment rates.

1.2.7 Immigrants by mother tongue

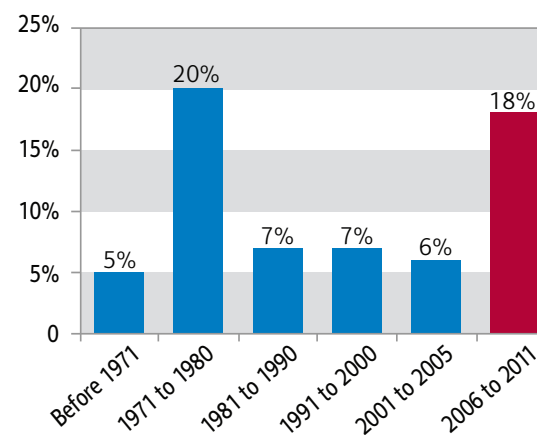
In the last few years the language profile among immigrants to Greater Moncton has changed dramatically. Before 2006, the

Table 4: Immigrants by Labour Market Activity (2011)
Moncton CMA

	<i>Unemployment rate</i>		<i>Employment rate</i>	
	Non-immigrants	Immigrants	Non-immigrants	Immigrants
Total working age population	7.1%	10.0%	64.4%	60.6%
No certificate, diploma or degree	14.0%	7.3%	36.9%	35.8%
High school diploma or equivalent (only)	8.4%	15.0%	64.5%	49.8%
Apprenticeship or trades certificate or diploma	8.9%	n/a	62.6%	77%
College or other non-university certificate or diploma	4.2%	11.4%	76.2%	69.2%
University certificate, diploma or degree at bachelor level or above	4.8%	7.5%	79%	71%

Source: Statistics Canada 2011 National Household Survey.

Figure 7: Immigrants with French as their Mother Tongue
% of Total Immigrants by Period of Immigration
Moncton CMA



Source: Statistics Canada 2011 National Household Survey.

percentage of immigrants with French as their mother tongue was only nine percent (and excluding a spike in the 1970s it was much lower – Figure 7). Between 2006 and 2011, Francophone immigrants increased to 18 percent of the total.

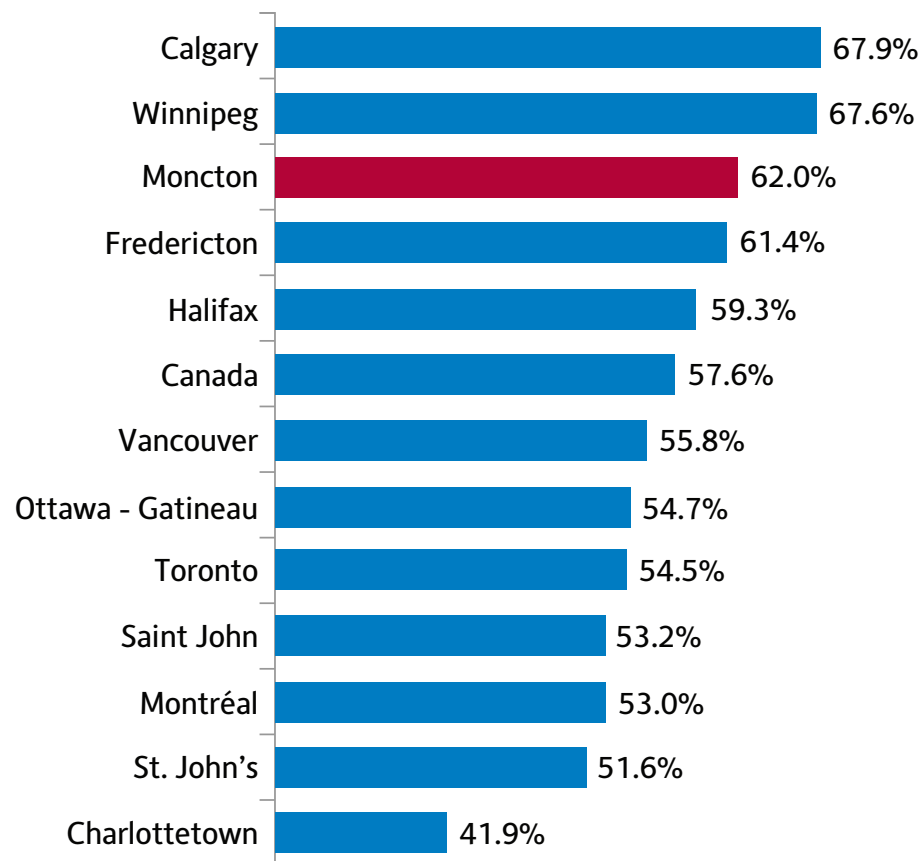
English is the mother tongue for 18 percent of all immigrants between 2006 and 2011. Sixty-two percent have a mother tongue other than English or French.

1.2.8 Immigrant integration into the workforce and community

Despite the significant increase in the number of immigrants into Greater Moncton, the employment rate among those new immigrants is well above average for urban centres across the country. Sixty-two percent of immigrants who settled in Canada between 2006-2011 and were living in Greater Moncton in 2011 were employed compared to 57.6 percent across the country and 53.2 percent in Saint John.

The Korean immigration into the community is a good example. Between 2006-2011, 430 adult

Figure 8: Recent immigrant employment rate (2011)
Among those arriving between 2006-2011



Source: Statistics Canada 2011 National Household Survey.

Koreans moved into Greater Moncton and 60 percent of them were employed in 2011 – only slightly lower than the employment rate among the overall population.

The Koreans have integrated well into the community. Their children are doing well in local schools and they are accessing local services and joining churches as well as social and business organizations.

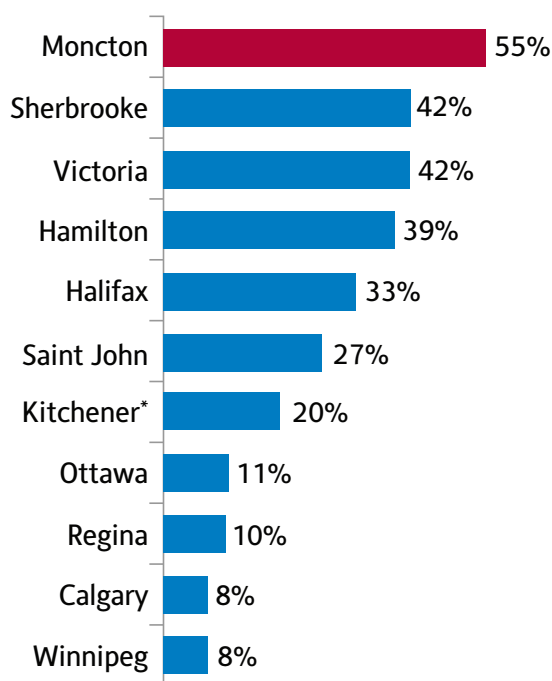
While there is still much work to be done, the Korean immigration is a good example of how the community can attract and retain new immigrants.

1.2.9 Insights from the statistical profile of Greater Moncton's immigrant population

Greater Moncton's recent immigrant population is younger, well-educated and from a more diverse background than previous immigrants. Asia and Africa are the source areas for 71 percent of all new immigrants compared to only 13 percent from Europe. Compared to the provincial immigrant population, those in Greater Moncton are more likely to work in accommodation and food

services, administrative and support and retail trade sectors – directly reflecting

Figure 9: Net intraprovincial migration as a percentage of net population growth (2011-2012)



**Includes Cambridge and Waterloo.*

Source: Statistics Canada CANSIM Tables 051-0047-48.

the increasing demand for workers in those segments of the regional economy. At the same time the unemployment rate among new immigrants is higher than for non-immigrants (10 percent versus 7.1 percent at the time of the National Household Survey (2011). This is not uncommon among urban areas across Canada.

As the region looks increasingly to immigration to fill workforce needs, it will be important to do a better job aligning attraction with needs. This process will never be completely aligned but we can do better. If the customer contact centres, information technology and retail services sectors need workers, the community can specifically target people with those skills.

1.3. Immigration and Future Population Growth

1.3.1 Modelling the need for immigrants

As shown above, the Moncton CMA has been less reliant on immigrants as a source of population growth compared to most other urban centres across Canada. Table 5 below

shows the estimated population increase in the Moncton CMA by component for the period 2000/2001 to 2010/2011.

The first consideration when developing a population forecast model is determining the growth rate in overall population. The

estimated population growth in the past three years is considerably higher than in the previous eight years. Driving this net population growth has been a doubling of the natural increase (births minus deaths) and more immigration.

Another important source of net population growth has been interprovincial migration (people moving in from other provinces). Between 2004/2005 and 2006/2007, Greater Moncton exported more people to other provinces than it imported but in the past four years there has been a positive migration from

Table 5: Net Population Increase – by Component 2001-2011 (Moncton CMA)*

	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Natural increase	219	260	208	186	249	390	493	595	526	498	465
Immigration	175	121	194	191	187	228	323	516	719	534	608
Net interprovincial migration	136	198	197	-115	-113	-118	47	338	423	277	-103
Net intraprovincial migration	918	934	947	746	908	1011	874	1133	901	1243	1243
Net non-permanent residents	54	45	41	42	18	63	60	134	4	68	89
Totals	1,502	1,558	1,587	1,050	1,249	1,574	1,797	2,716	2,573	2,620	2,302
Percentage share:											
Natural increase	15%	17%	13%	18%	20%	25%	27%	22%	20%	19%	20%
Immigration	12%	8%	12%	18%	15%	14%	18%	19%	28%	20%	26%
Net interprovincial migration	9%	13%	12%	-11%	-9%	-7%	3%	12%	16%	11%	-4%
Net intraprovincial migration	61%	60%	60%	71%	73%	64%	49%	42%	35%	47%	54%
Net non-permanent residents	4%	3%	3%	4%	1%	4%	3%	5%	0%	3%	4%

*Not including net emigration which represents a marginal share.

Source: Statistics Canada CANSIM Tables 051-0046, 051-0047 and 051-0048.

other provinces. By contrast, net intraprovincial migration (from other parts of New Brunswick) seems to have plateaued in recent years in absolute terms and declined sharply in relative terms (to only 35 percent of net new population in 2010/2011).

It is difficult to predict how these population components will change in the future. Because of the increase in the aging population, more deaths per year will occur in the future but the rate of change is harder to predict because of advances in health care and better lifestyle choices. Despite the moderate baby boom in recent years (total births are up 20 percent since the middle of the last decade), it is unlikely the absolute number of new births will increase substantially in the coming years and should remain relatively similar over the next decade.

Interprovincial migration is also very difficult to predict. After the recession of 2008-2009, net interprovincial migration turned positive but that could change given the upturn in the economy in western Canada. Ontario is not the pull it once was for Greater Moncton residents and, in fact, this community has

witnessed a positive net migration from Toronto in the past few years.

Intraprovincial migration from other parts of New Brunswick has likely peaked and may drop off – particularly among the younger demographic. The youth population in northern New Brunswick has dropped by more than 50 percent in the past 20 years – leaving a much smaller pool of potential migrants. There is some evidence that older New Brunswickers from rural and northern parts of the province are moving to the Moncton CMA (still limited in the data) but they will have less of an impact on the labour market.

Further complicating projections is the aging of the population. Because there is a bulge in the population aged 50-65, over the next 10-15 years there will be a much higher exit rate requiring more workers to backfill existing jobs in addition to any forecasted increase in the size of the workforce.

Tables 6 through 8 below show three population growth scenarios through 2026 for the Greater Moncton CMA. All three scenarios assume a slight decline in the natural population increase over the period (two

percent per year), an average annual decline in intraprovincial migration of five percent per year and a constant number of interprovincial migrants using the average annual amount over the past decade.

The variation in the model is based on three population growth forecasts. The slow growth scenario assumes an annual 1.2 percent population growth rate which is the observed rate between 1998 and 2011. The moderate growth scenario assumes an annual 1.5 percent population growth rate which is the observed rate between 2006 and 2011. The high growth scenario assumes an annual 1.9 percent population growth rate which is the observed rate between 2009 and 2011.

Please note the model does not account for the impact of the aging population. If total employment is expected to grow in line with population growth, a faster overall population growth rate would be required to account for the increase in older population exiting the workforce.

In each scenario, the number of immigrants required is the amount required to meet the annual forecast after other population components have been addressed.

1.3.2 Population forecast model highlights

In all scenarios, immigration becomes a rising share of overall population growth each year. In the slow growth scenario, 43 percent of all net new population will come from immigration by 2026. In the high growth scenario, 72 percent will come from immigration by 2026. On an absolute basis, the numbers are even more pronounced. In the moderate growth scenario the Moncton CMA will need more than 1,000 new immigrants per year by 2017 and nearly 1,700 per year by 2026. In the high growth scenario – which is based on the observed population growth rate between 2009-2011 – the Moncton CMA will need more than 1,200 immigrants in 2014 rising to more than 2,400 per year in 2026.

Figure 10: Immigration Levels Required by Forecast Scenario Percentage of net population growth that would come from immigration

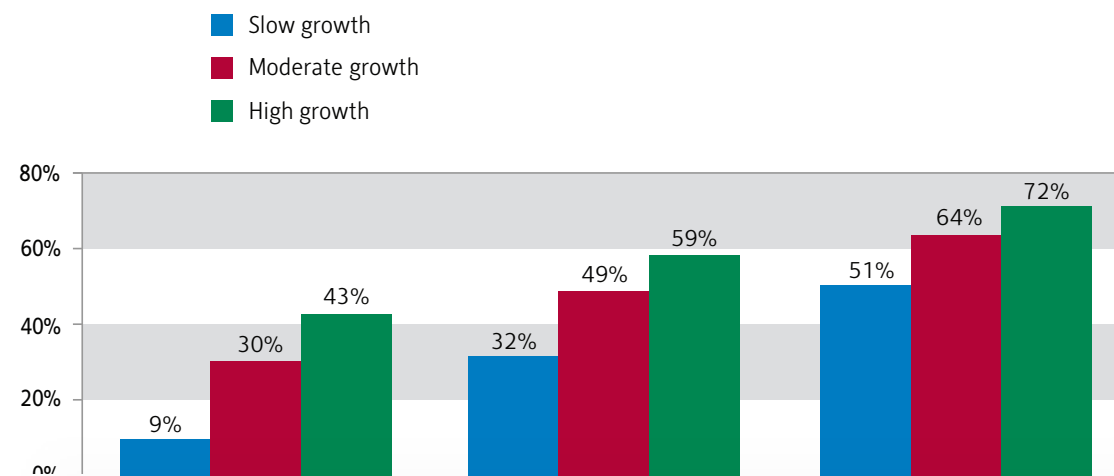


Table 6: Moncton CMA Population Forecast – Slow Growth Scenario 2013-2026

	2013	2014	2015	2016	2017	2018	2019
Natural increase	456	442	429	416	404	392	380
Immigration	150	226	300	371	441	508	574
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	856	813	772	734	697	662	629
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	1,667	1,686	1,706	1,726	1,747	1,767	1,788

	2020	2021	2022	2023	2024	2025	2026
Natural increase	368	357	347	336	326	316	307
Immigration	638	700	760	819	877	933	988
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	598	568	539	512	487	463	439
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	1,809	1,830	1,851	1,873	1,895	1,917	1,940

Percentage Shares by Source:	2013	2019	2026
Natural increase	27%	21%	16%
Immigration	9%	32%	51%
Net interprovincial migration	8%	8%	7%
Net intraprovincial migration	51%	35%	23%
Net non-permanent residents	4%	4%	4%

Assumptions:

- Annual population growth rate of **1.2 percent over the forecast period (the observed average annual population growth rate between 1998-2011)**.
- The natural population increase (births minus deaths) starts at the current level and declines by two percent per year during the forecast period.
- Interprovincial migration (net) remains constant throughout the forecast period at the annual average level (2002-2011).
- Intraprovincial migration starts at the current level and declines by five percent per year throughout the forecast period.
- Net emigration is not included in the model.
- The immigration estimate for each year is the amount required to meet population growth after accounting for all other population growth components.

Table 7: Moncton CMA Population Forecast – Moderate Growth Scenario 2013-2026

	2013	2014	2015	2016	2017	2018	2019
Natural increase	456	442	429	416	404	392	380
Immigration	654	744	831	917	1001	1083	1163
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	856	813	772	734	697	662	629
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	2,171	2,204	2,238	2,272	2,307	2,342	2,377

	2020	2021	2022	2023	2024	2025	2026
Natural increase	368	357	347	336	326	316	307
Immigration	1242	1320	1396	1472	1546	1619	1691
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	598	568	539	512	487	463	439
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	2,413	2,450	2,487	2,525	2,564	2,603	2,642

Percentage Shares by Source:	2013	2019	2026
Natural increase	21%	16%	12%
Immigration	30%	49%	64%
Net interprovincial migration	6%	6%	5%
Net intraprovincial migration	39%	26%	17%
Net non-permanent residents	3%	3%	3%

Assumptions:

- Annual population growth rate of **1.5 percent over the forecast period (the observed average annual population growth rate between 2006-2011)**.
- The natural population increase (births minus deaths) starts at the current level and declines by two percent per year during the forecast period.
- Interprovincial migration (net) remains constant throughout the forecast period at the annual average level (2002-2011).
- Intraprovincial migration starts at the current level and declines by five percent per year throughout the forecast period.
- Net emigration is not included in the model.
- The immigration estimate for each year is the amount required to meet population growth after accounting for all other population growth components.

Table 8: Moncton CMA Population Forecast – High Growth Scenario 2013-2026

	2013	2014	2015	2016	2017	2018	2019
Natural increase	456	442	429	416	404	392	380
Immigration	1130	1236	1340	1442	1543	1643	1741
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	856	813	772	734	697	662	629
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	2,647	2,696	2,746	2,797	2,849	2,902	2,955

	2020	2021	2022	2023	2024	2025	2026
Natural increase	368	357	347	336	326	316	307
Immigration	1839	1935	2031	2126	2221	2315	2409
Net interprovincial migration	137	137	137	137	137	137	137
Net intraprovincial migration	598	568	539	512	487	463	439
Net non-permanent residents	68	68	68	68	68	68	68
Net population change	3,010	3,066	3,122	3,180	3,239	3,299	3,360

Percentage Shares by Source:	2013	2019	2026
Natural increase	17%	13%	9%
Immigration	43%	59%	72%
Net interprovincial migration	5%	5%	4%
Net intraprovincial migration	32%	21%	13%
Net non-permanent residents	3%	2%	2%

Assumptions:

- Annual population growth rate of **1.9 percent over the forecast period (the observed average annual population growth rate between 2009-2011)**.
- The natural population increase (births minus deaths) starts at the current level and declines by two percent per year during the forecast period.
- Interprovincial migration (net) remains constant throughout the forecast period at the annual average level (2002-2011).
- Intraprovincial migration starts at the current level and declines by five percent per year throughout the forecast period.
- Net emigration is not included in the model.
- The immigration estimate for each year is the amount required to meet population growth after accounting for all other population growth components.

1.3.3 Greater Moncton and population growth – driving the immigration strategy

The forecast models above show the requirement for increased immigration if Greater Moncton's population is to continue a moderate to strong population growth. In the medium growth scenario, the community will need over 1,000 new immigrants per year starting in 2017 and in the high growth scenario will require over 1,500 per year in 2017. These models do not take into account the impact of retirements or other changes to the labour market.

Increasing the population through immigration itself drives further population growth. If 1,000 immigrants are needed to fill existing opportunities in the labour market, the local demand created by those immigrants leads to another 400 jobs in the local economy. Table 9 shows a sample of jobs required in the Greater Moncton area for every 1,000 person increase in the population. For every 1,000 people living in Greater Moncton, there are 15 elementary and secondary school teachers, 13 cashiers, 25 persons working as food services workers, three doctors and two lawyers.

Table 9: Number of persons working in selected occupations per 1,000 in the Greater Moncton population (2011)

Retail salespersons	26
Food services workers	25
Secondary and elementary school teachers	15
Nurses	14
Cashiers	13
Nurse aides, orderlies and patient service associates	10
Chefs and cooks	8
Medical technologists and technicians	6
Carpenters, plumbers and electricians	6
Automobile mechanics	6
Doctors	3
Police officers and firefighters	3
Lawyers	2

Source: Statistics Canada National Household Survey (2011).

A photograph of a group of people in a meeting. In the foreground, a man with glasses and a dark suit is seated at a table, looking towards the right. Next to him, a woman with short grey hair, wearing a pink cardigan and a pearl necklace, has her hands clasped and is looking in the same direction. The table is covered with a green cloth and has various items on it, including a silver pitcher, a white mug, pens, and papers. In the background, other people are visible, some standing and some seated. The right side of the image is overlaid with a semi-transparent orange shape containing white text.

Section 2:

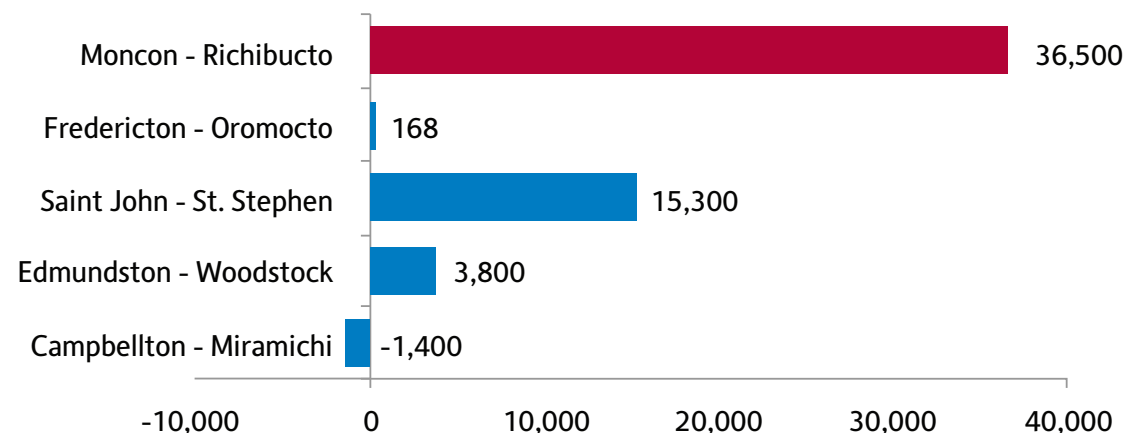
The vision based on community consultation

2.1 Towards a More Strategic View of Immigration

It was clear from the Immigration Summit and from the stakeholder interviews conducted for this plan that there needs to be a more strategic understanding of the role of immigration to support the mid and long term growth of the Greater Moncton region. As detailed in Section 4.1, the Moncton CMA has relied much more than most other urban areas on intraprovincial migration to fuel its population growth over the past 20 years. The demographics of the population in New Brunswick are such that it is highly unlikely the Moncton CMA will be able to rely on as much population migration from the rest of the province in the future. If we want to continue to grow, the bulk of new population will have to come from other provinces and from immigration.

Do we want growth? Most stakeholders want to see a growing and dynamic economy in the Greater Moncton region. This is important not only to the local community but to New Brunswick as a whole. As shown in Figure 11, the Greater Moncton economic region

Figure 11: Net employment growth (1987 to 2012) - #
Economic regions across New Brunswick



Source: Statistics Canada Labour Force Survey.

contributed more net new jobs over the past 25 years to the labour market in New Brunswick than the rest of the province combined. Sustained economic growth will be important to generate the tax revenues needed to pay for the public services and infrastructure we care about in New Brunswick. The province's urban centres, particularly Greater Moncton, will have to drive economic and population growth.

A more strategic view of immigration is focused on the mid to longer term. There are certainly many short-term challenges and issues that are restraining the ability of Greater Moncton to attract and retain immigrants. Those topics are addressed in this strategic plan below. However, it is critical to build a broad consensus among federal, provincial and local governments and among a coalition of community stakeholders regarding the role of

immigration not just to fill short term gaps in the labour market but as a critical component of the community's long term growth plans.

2.2 The Vision for Immigration into Greater Moncton

The attraction, retention and integration of new immigrants is a key priority in support of Greater Moncton's vision of being a growing and inclusive community.

2.3 Becoming an inclusive community

After extensive research, Citizenship and Immigration Canada has developed a list of 17 factors that define a welcoming and inclusive community⁴. The factors in order of priority are as follows:

1. Employment opportunities
2. Fostering of social capital
3. Affordable and suitable housing
4. Positive attitudes toward immigrants, cultural diversity, and the presence of newcomers in the community

5. Presence of newcomer-serving agencies that can successfully meet the needs of newcomers
6. Links between main actors working toward welcoming communities
7. Municipal features and services sensitive to the presence and needs of newcomers
8. Educational opportunities
9. Accessible and suitable health care
10. Available and accessible public transit
11. Presence of diverse religious organizations
12. Social engagement opportunities
13. Political participation opportunities
14. Positive relationships with the police and the justice system
15. Safety
16. Opportunities for use of public space and recreation facilities
17. Favourable media coverage and representation

The most important factors are related to economic security – employment, housing, social capital followed by services and attitudes relating to the integration of new immigrants into the community. Immigrant-friendly services and institutions round out the list.

This list represents 17 guideposts to check our progress towards our vision of becoming a more inclusive community. How are public attitudes changing towards new immigrants and the role of immigrants in our community? Are public services becoming more immigrant-friendly? Is there broadening social engagement? How does the media address the changing demographic dynamic in our community?

The 18 key objectives developed below are meant to define how we will make progress towards our vision.

2.4 Key Objectives: Overview

Using insight from the Greater Moncton Immigration Summit and the stakeholder consultations, there are 18 key objectives that have been developed to help us work towards the vision of becoming an inclusive community that is leveraging immigration to support our economic and social objectives.

⁴ Local Immigration Partnerships Handbook. Citizenship and Immigration Canada. 2011.

Each objective has five components: timeframe, lead, priority level, why?, how? and accountability/ measurement as described below.

- **Timeframe:** This was determined based on input from the key immigration stakeholders in the region and on the logistics and effort required to achieve the objective.
 - Short term: 6-12 months
 - Medium term: 1-2 years
 - Long term: 3 years or ongoing
- **Lead Organization:** The organization (s) in the local community that have the primary responsibility to implement the key objective. Many of these objectives involve provincial or federal jurisdiction and the local lead organization (s) will need to work closely with our partners in the development of the key objective.
- **Priority Level:** This was determined from the interview process with key immigration stakeholders and from the outcomes of the Immigration Summit. Low: Important to the strategy but not critical to success.

High: Very important to achieving our vision.

- **Why?**
Provides a summary description and context for why the key objective has been included.

- **How?**
Provides a high level description of how we can achieve the key objective. The lead organization (s) will be tasked with developing specific tactics and activities.
- **Accountability/ Measurement**
Provides ways to ensure we are achieving results for the key objective.

Figure 12: Key Immigration Strategy Objectives: Summary

1. ATTRACTION OF NEW IMMIGRANTS (SECTION 2.5)

- 1a. Align immigration and foreign worker attraction efforts to labour market needs (including use of the TFW program)
- 1b. Build a one-stop-shop Web portal to promote immigrating into Greater Moncton
- 1c. Use existing immigrants as ambassadors to promote Greater Moncton
- 1d. Promote Greater Moncton to new Canadians elsewhere across the country
- 1e. Expand use of post-secondary education system as a conduit for immigration
- 1f. Continue to focus on attracting French speaking immigrants

2. RETENTION AND INTEGRATION (SECTION 2.6)

- 2a. Ensure alignment/coordination of immigrant settlement and retention services
- 2b. Develop a single Web portal summarizing all the services available to immigrants
- 2c. Expand public awareness of the role of immigration and the need to be a welcoming community
- 2d. Foster more immigrant friendly public and personal services

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- 2e. Municipal governments lead by example – integrating immigrants and immigrant-friendly public services
- 2f. Ensure Francophone immigrants have broad access to English language training
- 2g. Encourage local immigrant networks and cross-pollination among the networks
- 2h. Establish a spousal employment referral network

3. IMMIGRATION, ENTREPRENEURSHIP AND BUSINESS NETWORKS (SECTION 2.7)

- 3a. Attract more “high growth potential” immigrant entrepreneurs
 - 3b. Align immigrant investors with local investment needs /more strategic use of immigration as a source of foreign direct investment
 - 3c. Integrate professional immigrants into local business networks
 - 3d. Integrate more immigrants into management roles in the public and private sectors
-

2.5 Key Objectives: 1. Attraction of New Immigrants

Strategic Objective:	1a. Align immigration and foreign worker attraction efforts to labour market needs (including use of the TFW program)
Timeframe:	Medium to longer term
Lead (s):	Enterprise Greater Moncton
Priority Level:	High
Why?	<p>Many immigrants coming to Greater Moncton can't find jobs in their field of expertise and an increasing number of jobs go vacant or are very hard to fill because of a lack of available and qualified workers. The unemployment rate among immigrants is nearly three percentage points higher than non-immigrants and the employment rate is nearly four points lower (see Section 3.6). At the same time the main program used to bring in temporary foreign workers (TFW) is becoming more onerous to access.</p> <p>Much of the focus is on attracting professionals and immigrant investors when the current workforce needs tend to be in the front line service industries such as retail, accommodation and food services. In addition, industries such as transportation, customer contact centres and IT development indicate significant and growing shortages. In the medium to longer term, immigrant attraction efforts should be directly aligned with the sectors of the economy needing the most new workers.</p> <p>There was broad consensus that the recent changes to the TFW program were negatively impacting the labour market in the Greater Moncton region and could be impeding further business investment and job creation in the region. Firms that have used (or are using) the program indicated it was much harder to bring in foreign workers under the program (i.e. Labour Market Opinion (LMO) approvals used to take two weeks now take five months; employers are now required to have a plan to fill the jobs in the future with local people; and the median wage requirement is considered by some to be out of line with local market conditions).</p> <p>Most employers interviewed agreed that Canadians should be employed first in most cases. However, if those Canadians do not have the training, motivation and/or desire to stay in the jobs for more than a few months, employers should not have to bear the costs of trying to integrate them. A number of firms indicated they were hiring staff in other communities – that could have been hired in Greater Moncton – because of the difficulties with the TFW program.</p> <p>Employers are prepared to work with government to find a long term solution to bringing more New Brunswickers into full time, year round employment but they felt this should be done proactively rather than be forced by clamping down on the TFW program.</p>

How?

Local stakeholders have no direct control over federal immigration but can and should provide influence by working with the provincial government to support sound policies that do not restrict access to needed workers in the short term and that address the important long term policy of raising the employment rate among New Brunswickers.

Work with the provincial government to ensure there is a very strong understanding of current and short-term labour market needs and collaborate with both levels of government to ensure that immigrant and foreign worker programming is aligned to the current and short term needs of the labour market.

Employer groups and large employers should play a key role as lead organizations to help with this process.

Accountability/ Measurement:

- Annual survey of employers – indicating their upcoming workforce needs, satisfaction with the local labour market and with their ability to fill positions with foreign workers and new immigrants.

***Strategic Consideration:** Most stakeholders interviewed in the development of this strategic plan agreed with the idea more New Brunswickers should be employed and working year-round. However, the challenge for government is to develop a good policy framework that encourages local people to attach themselves to the labour market but that doesn't end up with employers limiting investment in the Greater Moncton region. Several firms consulted indicated they have been hiring elsewhere in Canada – instead of Greater Moncton - because of the difficulties finding staff here and because of the increasing challenges associated with the temporary foreign worker (TFW) program.*

Strategic Objective:	1b. Build a one-stop-shop Web portal to promote immigrating into Greater Moncton
Timeframe:	Short term
Lead (s):	City of Moncton
Priority Level:	High
Why?	Feedback from stakeholders interviewed for this strategic plan and commentary from the Immigration Summit clearly indicated the need for a central repository of information on the merits of immigrating to the Greater Moncton region and on the mechanics of doing so.
How?	In 2006, the Greater Moncton Immigration Board developed a very helpful guide for immigrants considering the region. This document should be updated and migrated to the Web as a one-stop-shop portal of information covering all aspects of moving to Greater Moncton including the process of immigrating, the ways to immigrate and the steps to take once arriving here. Critically, the Web portal should make the case that Greater Moncton is an excellent place to live, work and raise a family. As documented elsewhere in this report, the competition for immigrants across Canada is intensifying even as there are efforts to curtail the overall number. We have to compete and win by attracting new immigrants into the region.
Accountability/ Measurement:	<ul style="list-style-type: none"> • Within 12 months, a new one-stop-shop Web portal will be online and updated on a regular basis.

Strategic Objective:	1c. Use existing immigrants as ambassadors to promote Greater Moncton
Timeframe:	Medium term
Lead (s):	City of Moncton, local school districts (exchange students)
Priority Level:	Low
Why?	One of the primary 'marketing' channels for new immigration across Canada has been the friends and family networks of existing immigrants. Most stakeholders agreed we could and should do more to promote this approach to attracting new immigrants. In addition to being an effective way to market the region, this approach also strengthens local family and ethno-community networks.
How?	<p>Work with existing ethno-community networks and immigrant settlement agencies to develop a formal approach to promoting Greater Moncton among the friends and family of existing immigrants in the region. Partner with the provincial government on this approach.</p> <p>Use video and written testimonials from new immigrants detailing their successful integration into the local community.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • A formal campaign is developed and monitored for results. • A series of testimonials in differing formats is developed and used.

Strategic Objective:	1d. Promote Greater Moncton to new Canadians elsewhere across the country
Timeframe:	Medium term
Lead (s):	City of Moncton, Enterprise Greater Moncton
Priority Level:	Low
Why?	<p>Many new immigrants to Canada settle in the larger population centres. They are encouraged to do so. However, when asked why newcomers settled in Greater Moncton, the majority of immigrants stated they like its lower cost of living, shorter commute times and friendly neighbourhoods. These messages should be conveyed to other recent immigrants to Canada. If they are looking for something other than a high cost, large urban centre there are alternatives such as Greater Moncton.</p> <p>This applies to elsewhere in New Brunswick. We know from both anecdotal and statistical evidence that New Brunswick continues to have a relatively high outward migration of new immigrants to other provinces – not long after they land here*. It seems that most immigrants will immediately look for options outside New Brunswick if their chosen community within the province doesn't work out. We should take steps to encourage immigrants to consider other career options in other New Brunswick communities before leaving the province altogether.</p>
How?	<p>The community has already had some success attracting new Korean immigrants from other areas in Canada. A more formal approach to promoting Greater Moncton as a place to live, work and raise a family should be put in place.</p> <p>Partner with the provincial government on this approach.</p> <p>Integrate this strategy with other efforts to attract workers/population to the region. For example, efforts to attract technology workers to Greater Moncton (and New Brunswick) should have a specific focus on new immigrants.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Track the number of new immigrants that settle in the community that migrated here from other parts of Canada.

**Strategic Consideration: Between 2006 and 2011 nearly 44,000 persons with a mother tongue other than English or French migrated from other provinces into Alberta. Toronto and Vancouver also both benefited from substantial migration of immigrants (using mother tongue as a proxy) from other provinces. This is not just a New Brunswick challenge. The other three Atlantic Provinces have similar immigrant retention problems.*

Immigrant retention rates are improving. Statistics Canada uses tax filer data to estimate the interprovincial mobility of immigrants. Only about 35 percent of immigrants who landed in New Brunswick between 1996 and 2002 were still in New Brunswick in 2011. Since then the rate has increased to over 60 percent.

Strategic Objective:	1e. Expand use of post-secondary education system as a conduit for immigration
Timeframe:	Medium to long term
Lead (s):	Post-secondary institutions
Priority Level:	High
Why?	Universities and colleges in the Greater Moncton region (including Mount Allison University) have been important conduits for new immigrants and should continue this role –subject to addressing several key challenges including alignment of university graduates with labour market needs, efforts to integrate students more directly into the communities and efforts to ensure students have a solid understanding of English when looking to integrate into the local labour market (see below). In 2012, there were over 1,000 foreign students studying in Greater Moncton post-secondary institutions (Table 10). Foreign post-secondary students are ideal targets for immigration. When they graduate from New Brunswick universities or colleges, they do not face education or credential recognition challenges. Many will have worked in the community already and will have demonstrated work experience. They will have lived for at least several years in the community and will be knowledgeable and comfortable with the cultural and business practices.
How?	<p>Education stakeholders told us they are not supposed to promote themselves as a pathway to citizenship in Canada. However, they can and should do more to promote themselves to foreign students and work with those students to integrate them into the community while they are studying in Canada.</p> <p>The post-secondary educational institutions should also admit more students into programs that are aligned with local labour market needs. A key concern among recent foreign student university graduates has been their inability to find work in their chosen field. That can be a challenge among native-born residents of New Brunswick as well. Efforts should be made to link students to internship and experiential learning opportunities (transition to work programs) within local firms during school and immediately after graduation.</p> <p>Students should be encouraged to proactively promote themselves for local opportunities (i.e. support with resume development, networks, referrals, etc.).</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Track the number of foreign students getting employment in the Greater Moncton region post-graduation.

Table 10: International Post-Secondary Students in the Greater Moncton Region (2012)*

Institution:	# of students:
Université de Moncton (Moncton campus)	655
Mount Allison University	250
New Brunswick Community College – Moncton	23
Collège communautaire du Nouveau-Brunswick - Dieppe	85
Crandall University	8

**Does not include private colleges which also have international students (i.e. Moncton Flight College). Source: Institutional survey 2012.*

Strategic Objective:	1f. Continue to focus on attracting French speaking immigrants
Timeframe:	Medium to long term
Lead (s):	GNB: Population Growth Division, supported by local stakeholders.
Priority Level:	High
Why?	<p>Greater Moncton's bilingual and bi-cultural attributes have been critical to the development of its economy and social fabric for many decades. As the community evolves, it will take on a more multi-cultural dimension and that will be to its benefit. However, we want to ensure our Acadian and Francophone roots remain strong and should continue efforts to attract Francophone immigrants and promote the use of French and English across our society. Linguistic balance remains a priority of the community and region. This was confirmed by local stakeholders through the feedback from the Immigration Summit and from our stakeholder interviews.</p> <p>There has been a marked increase in the number of immigrants with French as their mother tongue in the past few years. According to the National Household Survey, 340 immigrants living in Greater Moncton in 2011 had French as their mother tongue and had moved to Canada between 2006 and 2011. That was more than three times as many compared to those that came to Canada in the 2001-2005 period (and were still residing in Greater Moncton in 2011). As a percentage of the total immigrants, it is still less than 20 percent. Interestingly, 42 percent of all non-permanent residents in Greater Moncton in 2011 had French as their mother tongue.</p>
How?	Work with the provincial government to promote immigration from French speaking countries. Continue to promote the region as a bilingual community – where French is widely spoken (although English remains a critical skill to finding employment in the region). The Centre d'accueil et d'accompagnement francophone des immigrants du Sud-Est du Nouveau-Brunswick (CAFI) and the Société Nationale de l'Acadie (SNA) are important partners. Work with employers to ensure they are considering the importance of bilingualism when recruiting foreign workers/immigrants.
Accountability/ Measurement:	<ul style="list-style-type: none"> • Track the number of immigrants into Greater Moncton from French-speaking countries.

Table 11: First generation immigrants in the Moncton CMA by mother tongue and period of immigration

Mother Tongue:	Period of Immigration			
	1981-1990	1991 to 2000	2001 to 2005	2006 to 2011
English	360	330	305	420
French	55	50	100	340
Non-official language	60	65	275	1,170
Total*	475	445	680	1,930
% Mother Tongue French	12%	11%	15%	18%

*Excluding those responding with multiple mother tongues.

Source: Statistics Canada National Household Survey 2011.

2.6 Key Objectives: 2. Retention and Integration

Strategic Objective:	2a. Ensure alignment/coordination of immigrant settlement and retention services
Timeframe:	Long term
Lead (s):	MAGMA, CAFI, school districts
Priority Level:	High
Why?	<p>Greater Moncton has a wide variety of immigrant settlement services and numerous organizations providing services to support new immigrants as they move to the community. During the research phase for this strategic plan we discovered there are at least 50 different people working directly providing services to immigrants in organizations including MAGMA, CAFI, Atlantic Human Services, Enterprise Greater Moncton and the City of Moncton. On a base of around 700 total new immigrants per year, the ratio of workers to new immigrants is considerable.</p> <p>Many stakeholders indicated the importance of ensuring coordination of settlement services to generate better outcomes for new immigrants.</p> <p>We need to ensure the various community stakeholders involved with immigration have a full understanding of the services available and are cooperating where it makes sense to better serve our new immigrant population.</p>
How?	<p>Other mid-sized urban centres across Canada addressed the issue of coordination with a formal approach. In 2008, the federal government launched the Local Immigration Partnership (LIP) program in Ontario and has since expanded it into other provinces. The LIPs are funded by Citizenship and Immigration Canada (CIC) along with local partners and are meant to bring greater coordination among the various service providers and also to build a broader and stronger network of key immigration stakeholders across the community. Halifax and St. John's are the only communities with LIPs in place in Atlantic Canada but Greater Moncton is well positioned to be the first New Brunswick LIP.</p> <p>See Section 3 below for more details about the LIP program and the recommended approach for the Greater Moncton region.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Within the medium term, there is a more coordinated approach to these services in Greater Moncton.

Strategic Objective:	2b. Develop a single Web portal summarizing all the services available to immigrants
Timeframe:	Short term
Lead (s):	City of Moncton
Priority Level:	High
Why?	A considerable number of stakeholders consulted in the development of this strategic plan indicated the importance of a central repository of all immigration-related services and all other information needed by immigrants to settle in the community.
How?	<p>The document developed by the Greater Moncton Immigration Board back in 2006 was a very good summary of the kinds of information needed by immigrants (A Guide to Greater Moncton for Newcomers / Immigrants to Greater Moncton). This document has been recently updated but is not fully available on the Web in an integrated format. In addition, specific services needed by immigrants need to be clearly summarized rather than just pointing the immigrant to organizations.</p> <p>Other jurisdictions have done a good job of developing these one-stop-shop portals and we can use them to guide our efforts.</p> <p>This one-stop-shop Web portal should be integrated with the Web-based promotional website discussed above.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Within 12 months, a new one-stop-shop Web portal is online and being updated on a regular basis.

Strategic Objective:	2c. Expand public awareness of the role of immigration and the need to be a welcoming community
Timeframe:	Medium to long term
Lead (s):	MAGMA, CAFI, City of Moncton
Priority Level:	High
Why?	<p>Research has shown that broad public support for immigration and for the important role that new immigrants play in the community is critical to the long term integration of immigrants and the emergence of an inclusive society.</p> <p>Greater Moncton's public support for its bilingual and bi-cultural development is a good precursor to it becoming an inclusive society but more work needs to be done to raise awareness and encourage the public to play a more active role in being a welcoming community for new immigrants.</p> <p>A welcoming community is not just a friendly community. It is an open community willing to support new Canadians as they work to integrate into society. This means welcoming them into business and personal networks. It means understanding and accommodating them in our public services, churches, schools and hospitals.</p>
How?	<p>By implementing a focused media and public awareness campaign in the Greater Moncton area.</p> <p>By providing brochures and other information on the importance of immigration and the role we can play to business and community organizations.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • A broad number of organizations and local stakeholders have an increased awareness of the importance of immigration and the role individual organizations can play to ensure successful integration of new immigrants. • The community will be more open and supportive of immigration. • A survey of new immigrants should be conducted each year to assess progress in this area.

***Strategic consideration:** The process of becoming a welcoming and inclusive community is a two-way street. New immigrants should be encouraged to integrate and embrace New Brunswick culture, history and institutions. They should be encouraged to actively engage within their communities and organizations of interest within the community.*

Strategic Objective:	2d. Foster more immigrant friendly public and personal services
Timeframe:	Long term
Lead (s):	Municipalities, federal and provincial governments
Priority Level:	Low
Why?	In the long term, immigrant sensitive public services and those offered by the private sector are important to the vision of becoming an inclusive community. This includes cultural sensitivities in health care and education, religious organizations opening up to immigrant groups, personal services providers showing sensitivity to cultural and linguistic differences.
How?	<p>By key public services integrating immigration into their planning efforts.</p> <p>By private industries thinking about how an increase in immigrants will impact their businesses and how they can tailor services to be immigrant-friendly.</p> <p>We should look for specific ways to make services more immigrant friendly and then promote those as best practices to the community as a whole.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Measure the progress in service delivery among public and personal services. • Celebrate and promote 'immigrant-friendly' service providers.

Strategic Objective:	2e. Municipal governments lead by example – integrating immigrants and immigrant-friendly public services
Timeframe:	Long term
Lead (s):	Municipalities
Priority Level:	Low
Why?	<p>Municipal government has a vested interest in ensuring the local community can attract and retain immigrants as they want to foster vibrant and growing communities. Across Canada there are many examples where municipal governments have implemented policies to accelerate the hiring of immigrants across the various departments of government.</p> <p>Beyond hiring immigrants, city and town halls can lead the way in providing immigrant friendly services and by doing more to help immigrants integrate into local networks.</p>
How?	<p>By the three municipalities developing specific strategies to employ more immigrants internally as opportunities arise and by looking for other ways to be more immigrant friendly in service delivery. This includes public transportation. In Greater Moncton, a considerable number of new immigrants and foreign workers do not own vehicles and are heavily reliant on public transportation. In the Immigration Summit and the stakeholder interviews conducted for this project, the importance of public transportation was raised on multiple occasions.</p> <p>See the case study on Toronto City Hall below.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • City and town halls dedicate a resource person to be in charge of ensuring immigrant friendly service delivery. • City and town halls become more inclusive in staffing and in service delivery.

Case Study: Mentoring Skilled Immigrants at Toronto City Hall

The City Of Toronto has a broad strategy for the integration of immigrants into leadership and specialized networks within the Toronto region. Each year, the City of Toronto recruits professionals from the public service to volunteer as mentors to skilled immigrants through its Profession to Profession Mentoring program. The program matches professional City Hall employees with skilled immigrants in similar professions for a four month mentoring experience that focuses on building professional networks, gaining information on their profession and workplace culture in Canada. As of April 2012, the program had over 4,660 mentors on board.

Strategic Objective:	2f. Ensure Francophone immigrants have broad access to English language training
Timeframe:	Medium to long term
Lead (s):	GNB – Population Growth Division, CAFI
Priority Level:	High
Why?	<p>Among Canada’s metropolitan areas, compared to Greater Moncton only Montreal has a higher percentage of its population that can speak both English and French. According to the 2011 Census, nearly 47percent of Greater Monctonians speak both official languages (compared to 12 percent in Halifax, 15 percent in Saint John and less than 8 percent in Toronto). This unique advantage has helped Greater Moncton in numerous ways. There are dozens of national firms and public institutions that have set up in Greater Moncton because of its bilingual workforce. Our bilingualism has enriched our culture as well and Greater Moncton has become an example nationally of how a community can foster vibrant institutions in both official languages.</p> <p>The global French speaking population represents only a small fraction of the potential pool for new immigrants and New Brunswick as a whole has not had a good track record of attracting Francophone immigrants. Only 8.6 percent of all first generation immigrants in New Brunswick (as of 2011) were mother tongue French. Only about one percent of Canada’s French speaking immigrants live in this province.</p> <p>The good news is that Francophone immigration into Greater Moncton rose strongly between 2006 and 2011. There were 340 French speaking immigrants settling in the area between 2006 and 2011 or 18 percent of the total new immigrant population.</p>
How?	<p>Encourage the provincial government to continue focusing on Francophone countries and immigrants in its strategy.</p> <p>Ensure a broad range of immigrant services are available in the French language.</p> <p>Work with local businesses to encourage them to recruit immigrants that have a working knowledge of English and French.</p>
Accountability/Measurement:	<ul style="list-style-type: none"> • Track the number of ESL students enrolled in Greater Moncton programs – offered in both day and evening classes.

Strategic Objective:	2g. Encourage local immigrant networks and cross-pollination among the networks
Timeframe:	Long term
Lead (s):	MAGMA, CAFI, Chamber of Commerce, other business groups
Priority Level:	Low
Why?	<p>There is considerable evidence that clusters of immigrants from the same home country in an urban area are important to long term immigrant retention. If the cluster is large enough, a number of services can emerge to support specific immigrant groups including food and entertainment as well as personal and professional services. These immigrant community services are then offered to the broader community bringing native-born New Brunswickers closer to immigrant populations.</p> <p>In Greater Moncton, there are very few immigrant populations that have this kind of scale. There are at least 100 immigrants from 14 different countries and another dozen countries with at least 40 immigrants living in the community. There are close to 30 ethno-cultural community groups in the Greater Moncton region but many are tiny and some are inactive.</p> <p>We should do more to foster cooperation and networking between like immigrant groups. The Latin American country immigrants in Greater Moncton come together on a fairly regular basis. This approach could work more broadly.</p> <p>We should find ways for these local immigrant groups to add value. For example, the Brazilian Consulate in Montreal sent an official to Greater Moncton last year to work with the local Brazilian-Canadian community in the area (only around 20 people). This kind of group approach can help overcome the challenges of small immigrant communities.</p>
How?	<p>The existing ethno-community groups should be engaged to find ways of strengthening them and their interactions. Most provincial governments (and the federal government) offer funding programs to support the establishment and strengthening of ethno-community groups. Immigrant communities in Greater Moncton should be encouraged to take advantage of these programs.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • As the immigrant population in Greater Moncton grows, active and engaged ethno-community groups emerge to provide services and support.

Strategic Objective:	2h. Establish a spousal employment referral network
Timeframe:	Medium term
Lead (s):	Enterprise Greater Moncton
Priority Level:	Low
Why?	<p>Many immigrants (and non-immigrants) are attracted to Greater Moncton by an employment opportunity (or new business venture). However, because the urban area is relatively small, access to appropriate spousal employment opportunities can be limited. This can be a barrier to attracting new immigrants and it can be an impediment to keeping them here as a frustrated spouse may encourage their partner to move to a larger urban centre.</p> <p>There is no silver bullet to solve this challenge but there are things that can be done to provide spouses with a better range of options. For example, employers that are recruiting immigrant/foreign workers can form a spousal employment referral network and share resumes within the group.</p>
How?	<p>We should establish a spousal employment referral network (for immigrants and non-immigrants) where spousal resumes are distributed to participating company human resource managers.</p> <p>We should establish a service that provides support to spouses in their search for employment in the Greater Moncton region.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • Track the results of a new referral network.

2.7 Key Objectives: 3. Immigration and Entrepreneurship

Strategic Objective:	3a. Attract more “high growth potential” immigrant entrepreneurs
Timeframe:	Medium to long term
Lead (s):	Enterprise Greater Moncton, municipalities, Tech South East, Propel ICT
Priority Level:	High
Why?	<p>Forty-four percent of Silicon Valley technology start-ups were founded by new immigrants. A significant percentage of Vancouver and Toronto’s fastest growing entrepreneurs are new immigrants. Yet, there are very few immigrant entrepreneurs among the new technology start-up firms – not only in Greater Moncton but across Atlantic Canada. In addition, few immigrant entrepreneurs move beyond the lifestyle business owner profile.</p> <p>There is some evidence the number of new, ambitious and export-focused entrepreneurs in New Brunswick is waning. We need a new class of young entrepreneurs to build the next wave of export-oriented businesses – manufacturing, services and technology firms. Some of these will come from the local population but an increasing number should come from immigrant entrepreneurs.</p>
How?	<p>The new Start-Up Visa program was designed to attract foreign entrepreneurs looking to set up a business in Canada to build products and services to be exported around the world. Many of these entrepreneurs prefer the business climate, workforce and capital markets in Canada. Greater Moncton, and New Brunswick, should attract a significant portion of these entrepreneurs to the province.</p> <p>Immigrant entrepreneurs should be targeted as part of business attraction. Local stakeholders should partner with Invest NB and the New Brunswick Innovation Foundation (NBIF) to develop a new approach.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • A more formal approach to attracting immigrant entrepreneurs is developed. • Track the usage of the Start-Up visa program in the Greater Moncton region. • Track the number of new immigrant entrepreneurs in the community – particularly in export-oriented industries.

Strategic consideration: *The new Start-Up Visa program requires the immigrant entrepreneur to have a minimum investment commitment of \$200,000 from a designated venture capitalist or \$75,000 from a designated Canadian angel investor group. The New Brunswick Innovation Foundation Inc. is one of the approved venture capital organizations for the Start-Up Visa Program. The NBIF is expanding its mandate to include immigrant entrepreneurs and will be an important partner for efforts to attract these entrepreneurs to Greater Moncton.*

Strategic Objective:	3b. Align immigrant investors with local investment needs /more strategic use of immigration as a source of foreign direct investment
Timeframe:	Long term
Lead (s):	Enterprise Greater Moncton
Priority Level:	High
Why?	<p>Immigrant investors are an important source of new investment. However, most immigrant investors come to the community and invest in local services such as retail, food service and accommodation. This is an important source of investment into local firms and should be continued. At the same time, however; we should be more strategic and look to match immigrant investors with ambitious local entrepreneurs and with local business succession opportunities.</p> <p>If there are young entrepreneurs looking for growth capital but also looking to access international markets, immigrant investors could be important partners. There can be cultural and management differences but these can and should be overcome.</p> <p>Also, many business owners in New Brunswick are over 55 years of age and do not have a solid succession plan in place. Immigrant investors could be an important source of investment to allow business owners to monetize the value they have built up in their firms when they retire out of the business.</p>
How?	Set up a committee of business groups: EGM, the Conseil Economique du Nouveau-Brunswick, the Chamber of Commerce, etc. to look at ways to strengthen the role of immigrant investment in the community.
Accountability/ Measurement:	<ul style="list-style-type: none"> • Track the number of new immigrant entrepreneurs in the community. • Track the number of immigrant investors involved in succession related investments.

Strategic Objective:	3c. Integrate professional immigrants into local business networks
Timeframe:	Medium to long term
Lead (s):	Chamber of Commerce, Université de Moncton, other business groups
Priority Level:	Low
Why?	<p>One of the big challenges to retaining professional and investor class immigrants relates to their ability to integrate into local business networks. These networks are built on trust and personal relationships and they normally evolve over a long period of time. Breaking in can be hard – not only for immigrants.</p> <p>However, if we want to retain professional and investor immigrants in this region, they will need to become part of the business networks.</p>
How?	By encouraging the formal business-related networks – Rotary, Chamber of Commerce, Conseil Economique du Nouveau-Brunswick, industry associations, management groups, etc. to be deliberate in their approach to welcoming immigrants into their networks. Also by encouraging immigrants to take the time to build these networks in the local community.
Accountability/ Measurement:	• More of our business-related networks are involving immigrants.

Case Study: Greater Halifax Partnership Connector Program

The Greater Halifax Partnership developed a formal approach to connecting new immigrant professionals into local business networks. The Connector program involves local business people agreeing to refer new professional immigrants into their own personal business networks. ‘Connectors’ meet with the new immigrant and then determine whom in their network should be contacted. In 2012/13, the program enlisted 154 new Connectors, 325 new program participants and led to 68 jobs found through connections. Fifteen communities across Canada have implemented connector programs based on the GHP model.

Strategic Objective:	3d. Integrate more immigrants into management roles in the public and private sectors
Timeframe:	Long term
Lead (s):	Chamber of Commerce
Priority Level:	Low
Why?	<p>According to the 2011 National Household Survey, there are nearly 8,400 people in the Moncton CMA working in management occupations. There are 770 in finance and insurance management roles. There are 645 in public administration management roles and over 400 in health care management. However, when looking at those persons living in Greater Moncton with a mother tongue other than English or French (the survey doesn't provide occupational data on immigrants per se), those in management are clustered in retail trade and accommodation and food services – in many cases because the person owns the business.</p> <p>There are very few, if any, first generation immigrants in management roles in professional sectors, health care, education, manufacturing or public administration. Even relative to the low level of overall immigration, there are few that work in management.</p>
How?	<p>By encouraging the leadership in Greater Moncton to be more open to placing qualified immigrants in management roles. The public sector can lead by example on this issue. Several firms in New Brunswick have reached out and hired first generation Canadians into top management roles and they are an example for the rest.</p> <p>In the long term, integration and retention of professional immigrants will involve bringing them into leadership roles in the local community.</p> <p>We need to provide more mentorship to new immigrants to help them understand the nuances of advancing into management roles.</p> <p>See the case study on Ottawa below.</p>
Accountability/ Measurement:	<ul style="list-style-type: none"> • More of our firms and organizations are bringing first generation immigrants into middle and senior management roles.

Case Study: Hire Immigrants Ottawa

The Ottawa region has been among the most successful communities in its development of strategies to integrate and retain immigrants. In 2006, the community set up the Hire Immigrants Ottawa (HIO) initiative specifically to integrate more new immigrants into professional, management and leadership roles. The HIO set up a Council of Champions made up of large public and private sector organizations in the region and they led by example and deliberately implemented firm-level strategies to hire more immigrants into leadership roles.



Section 3:

The way ahead -
the local
immigration
partnership

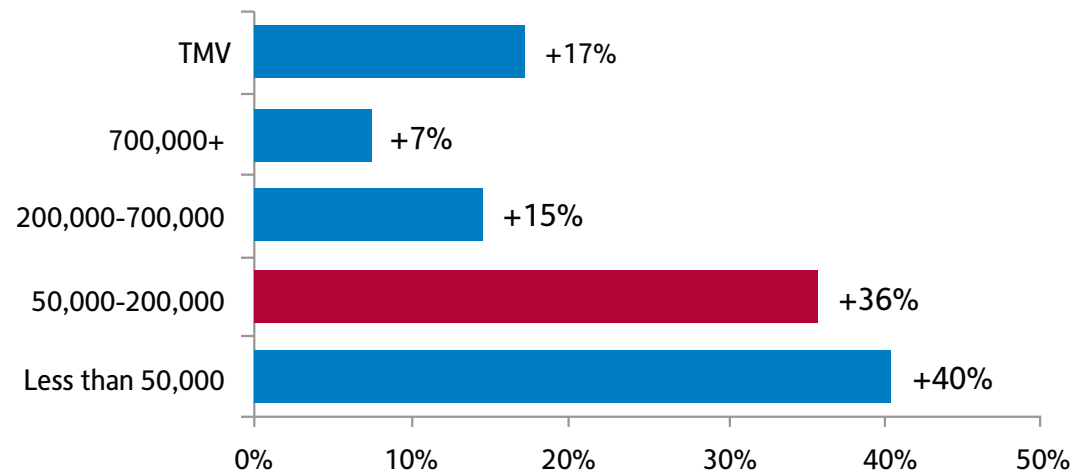
3.1 Immigration and Small to Medium Sized Urban Centres in Canada

Historically the vast majority of immigrants to Canada settled in its three largest urban areas: Toronto, Montreal and Vancouver. These three areas continue to attract the bulk of immigrants to Canada but the percentage share into these three urban centres has been declining. Over the past decade or so, Canada's smaller urban areas have collectively witnessed a much faster increase in the number of immigrants compared to the larger urban centres.

Figure 12 shows the increase in the total number of immigrants settling in Canada over the 2006-2011 period compared to those settling in Canada in the 2001-2005 period⁵.

In Toronto/Montreal/Vancouver, there was a 17 percent increase in the total number of immigrants in the 2006-2011 period compared to the 2001-2005 period. Among all larger urban centres (those with 700,000 or more

Figure 12: Percentage increase in total immigrants by period of immigration – CMA/CAs
2006-2011 versus 2001-2005 (by population level)



TMV = Toronto/Montreal/Vancouver CMAs

Source: Statistics Canada National Household Survey (2011)

population), the increase was only seven percent. For areas with between 50,000 and 200,000 population, there was a 36 percent increase in total immigrants.

In fact, only 11 out of 146 urban centres across Canada witnessed a decline in total immigration between 2006-2011 and 2001-

2005. The Moncton CMA ranked sixth in Canada among those 146 urban areas with a 561 percent increase in the number of immigrants in the Greater Moncton population arriving between 2006-2011 compared to 2001-2005.

⁵ In the National Household Survey, Statistics Canada asked immigrants to indicate the timeframe they immigrated into Canada. This data compares how many immigrants in 2011 came to Canada between 2006-2011 compared to 2001-2005.

3.2 The Local Immigration Partnership Model

In response to this rise in immigration, federal and provincial governments have been focusing more on how to retain and integrate immigrants into small and mid-sized urban centres. The emergence of local immigration partnerships (LIPs) in Ontario in the latter part of the last decade was meant to provide a framework for a coordinated approach for immigrant retention at the community level.

The Local Immigration Partnerships (LIPs) were developed in Ontario through the Municipal Immigration Committee - a tripartite committee chaired by Citizenship and Immigration Canada (CIC), the Ontario Ministry of Citizenship and Immigration (MCI) and the Association of Municipalities of Ontario (AMO).

These community partnerships seek to bring together all of the actors involved in welcoming newcomers and helping them to become successfully integrated into Canada's labour force and their respective communities.

CIC provides financial support to Local Immigration Partnerships (LIPs) across Canada as they support broader coordination of immigration settlement and integration efforts in local communities. Each LIP enters into an agreement with CIC and needs to follow the terms of their funding agreement. The range of funding is between \$50,000 and \$500,000 per year depending on the size of the individual program.

CIC currently funds 36 LIPs in Ontario. The first LIP outside of Ontario was established in Calgary and there are two new LIPs in Halifax and St. John's.

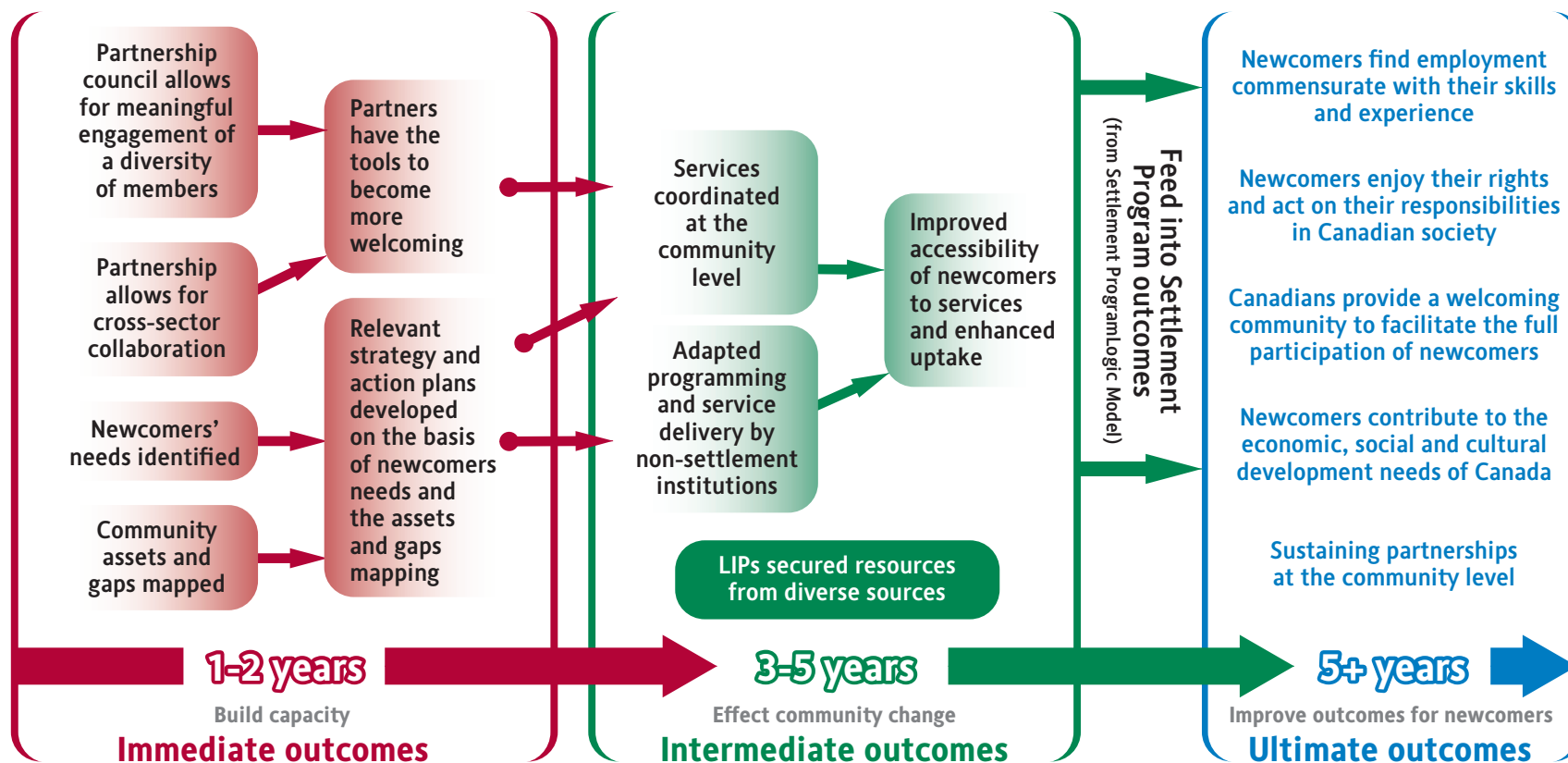
After a thorough review of the approach in Ontario, CIC published a refined list of criteria for successful LIPs. These criteria will be used by CIC to guide future Calls for Proposals (CFPs). Successful LIPs will:

- Improve outcomes for newcomers.
- Newcomer needs will be assessed in a coordinated manner and there will be an enhanced awareness of needs among a wider array of community actors.
- Expand the number and diversity of cross-sectoral stakeholders.

- Include broad-based partnerships developed for planning and setting priorities.
- Better coordinate services at the community level and provide improved accessibility to (and coordination with) mainstream institutions.
- Leverage funding from alternate (other than CIC) sources.
- Increase awareness of settlement services by newcomers and thereby enhance uptake.
- Improve "host" community attitudes and receptivity to newcomers in support of the two-way street model of integration.

Citizenship and Immigration Canada has broken down the expected results from the LIPs for the short-term, medium-term and longer-term. As shown in Figure 13, in the first one to two years the LIP will focus on building capacity, relationships and building data on community assets, gaps, etc. Between years 3-5, the LIP will foster significant community change as services will become better coordinated and a broader range of stakeholders will be directly involved. In the longer term, an effective LIP will have changed the environment for new immigrant settlement and integration into the community.

Figure 13: Expected results of the LIPs



Source: Citizen and Immigration Canada. April 2013.

It is important to point out that LIPs do not offer settlement services nor do they directly work with new immigrants. The LIPs are indirect services that bring about a new form of collaboration at the community-level related to newcomer settlement and integration. According to CIC, they aim at:

- Systematizing local engagement in and awareness of newcomers' integration process;
- Supporting community-level research and strategic planning;
- Improving coordination of effective services (SPOs and mainstream institutions) that facilitate immigrant settlement and integration and lead to better outcomes for newcomers.

In order to be a truly transformative approach, the LIPs need to include a wide range of stakeholders. Based on the best practices review completed by CICs, the idea partnership includes:

- Local Civil Society Organizations: Settlement agencies, ethnocultural/religious organizations, issue specific organizations (women's and labour market organizations) and community leaders.

- Municipal Representatives: Elected city officials or bureaucratic representatives involved with economic development, social planning or public services (transit, housing, libraries, recreation and culture, police, social services).
- Provincial/Territorial Representatives: Immigration, health, justice, education and training, housing, school boards, regional economic development agencies.
- Federal Representatives: CIC, HRSDC, Service Canada, PHAC, Agriculture and Agri-food Canada (Rural and Co-operatives Secretariat), economic development agencies.
- Labour Market Actors: Employers, training boards, business councils/associations, chambers of commerce and unions.
- Umbrella Organizations: United Way, YMCA, Boys and Girls Clubs.
- Media: Mainstream and Ethnic.
- Local and Regional Research Bodies.

Initially the LIPs were established for census metropolitan areas with sizeable newcomer populations (that is, communities having a five year average of more than 1,000 landings per year), now CIC is supporting LIPs in smaller communities where sufficient need and

capacity can be demonstrated. The department favours funding partnerships where key attributes exist:

- Collaborative relationship with the provincial or territorial government
- Demonstrated need for a coordinated approach
- Commitment for the community to address place-based integration issues
- Critical mass of immigrants and services

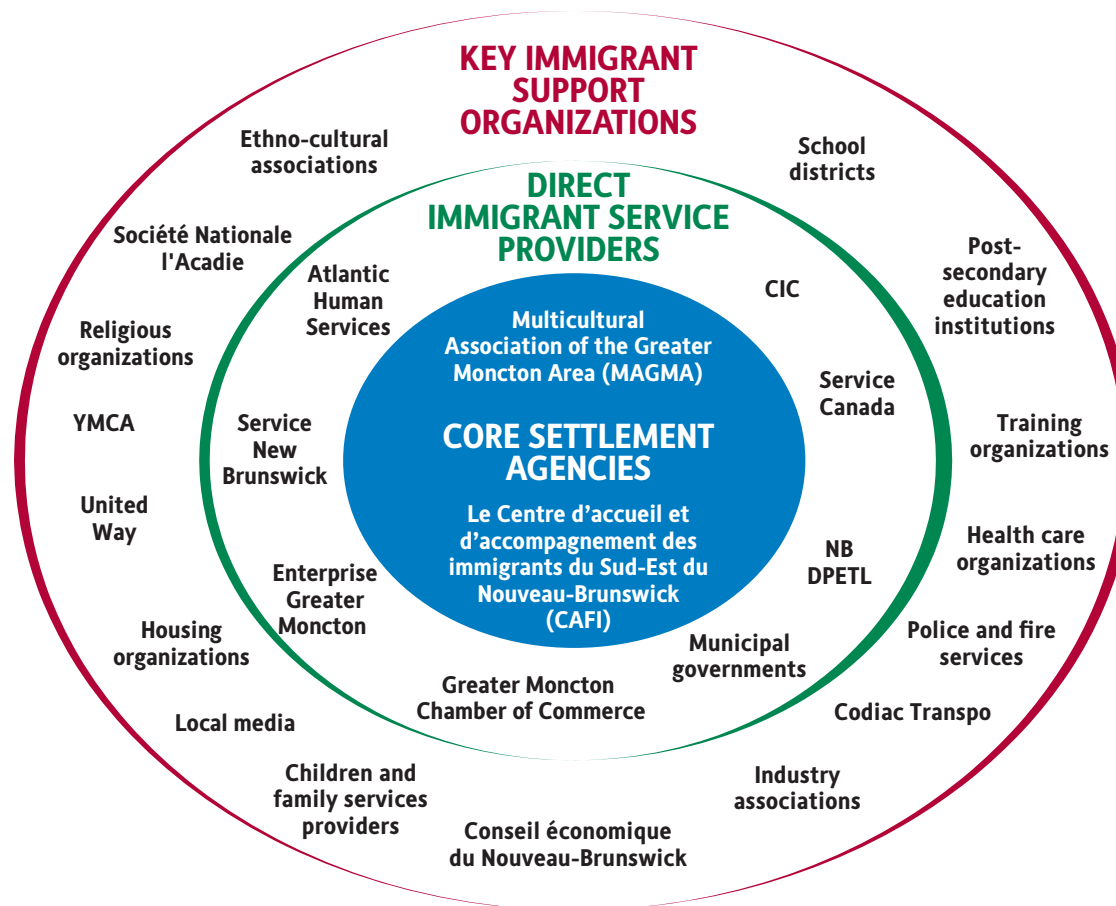
3.3 The Greater Moncton LIP

As discussed above, a key theme emerging out of the Immigration Summit and the stakeholder interviews was the need for better coordination of services and a broadening of the base of local organizations involved in efforts to attract and retain new immigrants. In fact, most of the strategic objectives identified in Section 5 would be better achieved with a coordinated approach. It will be difficult for individual stakeholders – municipal governments, business groups or settlement agencies to achieve the expected outcomes without a better alignment of effort and commitment by the groups involved.

Figure 14 shows an initial list of potential stakeholders that could be included within the framework of a Greater Moncton Local Immigration Partnership. The community has two core settlement agencies (MAGMA and CAFI) but also a variety of other organizations that provide services to support new immigrants. In addition, there is a long list of stakeholders from ethno-cultural associations to Codiac Transpo that will have an important role to play to help us achieve our vision of a growing and inclusive community.

The creation of a Greater Moncton LIP will provide the structure to implement the vision and strategic objectives outlined in this strategic plan. However, it will also provide a better framework to dig more deeply into the needs of newcomers, the gaps in service delivery and the process by which collaboration can lead to much better outcomes for new immigrants.

Figure 14: Potential Greater Moncton LIP Stakeholders



3.4 The Greater Moncton LIP Pilot Project

St. John's, Newfoundland and Labrador and Halifax, Nova Scotia have partnered with CIC and are the first two communities in Atlantic Canada to implement a LIP. As of yet, there are no communities in New Brunswick with a LIP but given the flow of new immigrants and the needs of the community, Greater Moncton is well positioned to develop one.

CIC will be issuing a formal Call for Proposals (CFP) at some point in the near future but key stakeholders in Greater Moncton could approach CIC to set up a pilot project for New Brunswick. Conclusion: Greater Moncton – A Growing and Inclusive Urban Centre

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If Greater Moncton is to continue to grow its economy and population, an increasing share of newcomers will need to move here from outside Canada. New Brunswick needs vibrant and growing urban centres. The lack of urban growth since the 1950s has distinguished this province from most others in Canada.

The vision of a vibrant and growing Greater Moncton; therefore, is intertwined with the vision of a growing and inclusive community.

The next five to 10 years will be challenging for the three municipalities that make up Greater Moncton: Dieppe, Moncton and Riverview. The structure of the economy is changing, necessitating new sources of economic growth. At the same time the region's labour market is tightening. The 'value proposition' that attracts private sector business investment into Greater Moncton is changing.

As a result it is very important for local, provincial and federal stakeholders to envision the role of immigration into Greater Moncton not as a tactical source of workers for a few gaps in the labour market but as a key source of talent, investment, networks and culture that will help boost the community to the next level as an urban growth engine for New Brunswick.

