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# Turning the Tide on Demographic and Labour Market Decline:

*How Social Innovation Labs are Introducing User-Centered Design, Systems-Thinking and Experimentation to Improve Settlement, Integration and Retention Outcomes in New Brunswick.*

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*Alex LeBlanc, New Brunswick Multicultural Council  
P2P – Toronto, November 17, 2017*



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**POND-DESHPANDE CENTRE**  
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# New Brunswick Multicultural Council

- New Brunswick Multicultural Council, Inc. (NBMC) is the bilingual, provincial umbrella organization for ethno-cultural, multicultural and immigrant-serving agencies.
- Founded 1983, NBMC has been the provincial voice on cultural diversity, multiculturalism, immigration and settlement for 34 years.

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Restigouche Multicultural  
Association



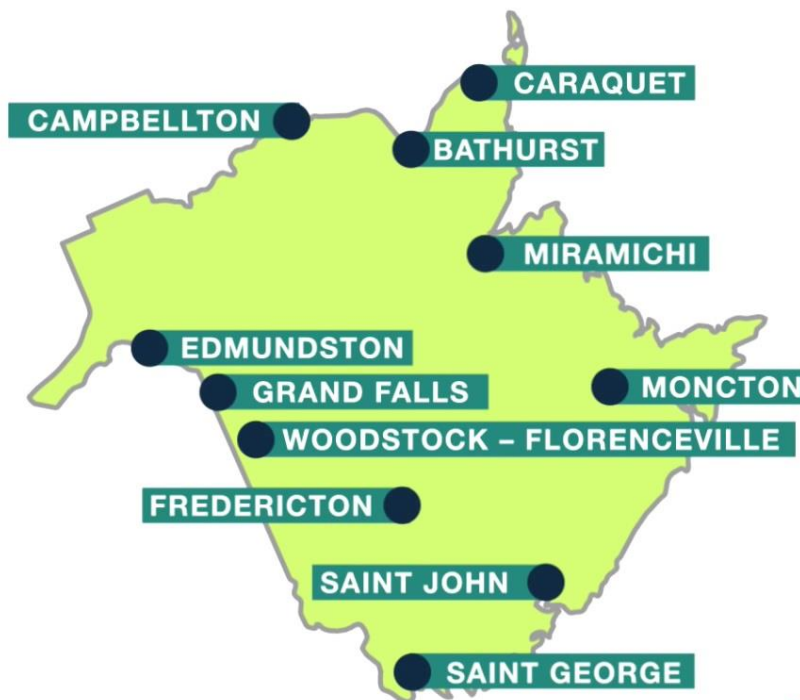
Centre de ressources  
pour nouveaux arrivants  
au Nord-Ouest inc.



New Brunswick  
African Association Inc.  
United we stand L'Union fait la force



Newcomer  
Connections



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RÉSEAU DE RECHERCHE SUR  
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**rrpsnb sprn**

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*“We help the public and innovators act together to address our most pressing social, environmental, and economic challenges.*

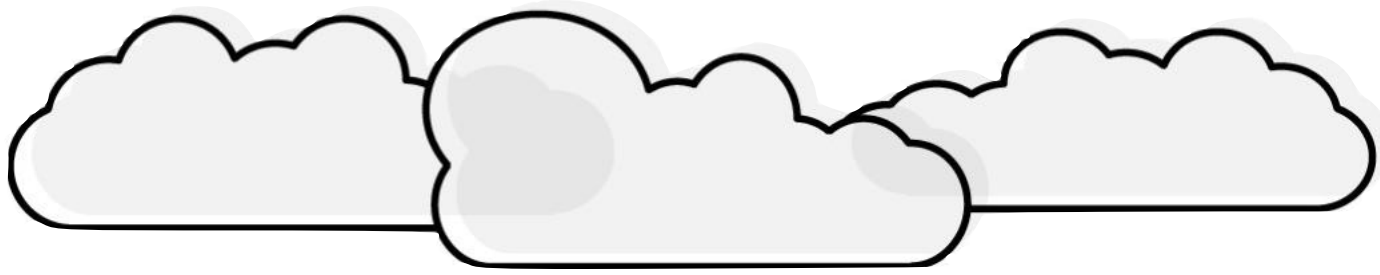
*By connecting change agents from across sectors, convening them around pressing issues, and facilitating their journey to deep change, NouLAB is making the change process smarter.”*

- Amanda Hachey, Director of NouLab

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**MaRS**  
Solutions  
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ROLLER  
STRATEGIES

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# ***What are the demographic and labour market challenges in New Brunswick?***

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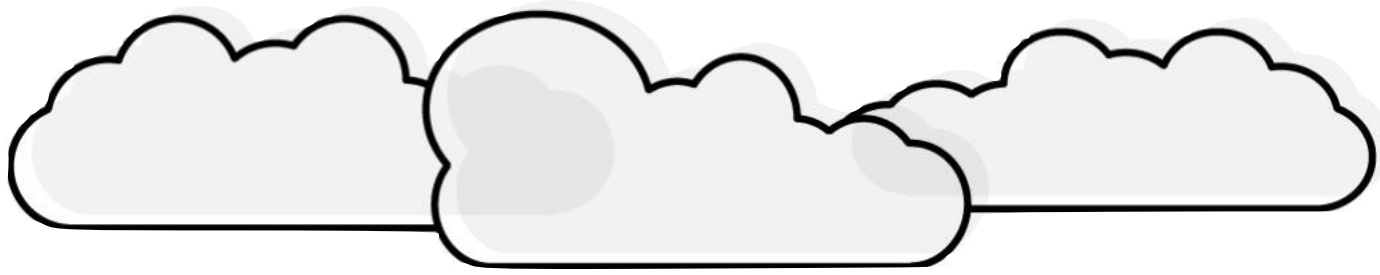
## New Brunswick's labour market is shrinking.

- We are the **only province in Canada to decline in population** between 2011 – 2016.
- New Brunswick is **tied for highest median age** across Canada.
- Expecting **110,000 permanent exits from labour market over next 10 years** (approx. 1/3 of existing labour market).

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- Welcomed 9,330 newcomers to NB over the past 5 years, with a **retention rate of roughly 70%.**
- David Campbell, former Chief Economist for GNB: “One of the **biggest public policy challenges** of our time. How do we attract and retain **150,000 immigrants** over the next 20 years?”
- **4.6% of residents in NB born outside of Canada** vs. 21.9% across Canada.
- 98% of everyone living in northeastern New Brunswick is at least a third generation Canadian - 92% across the province, 44% in Montreal, 22% in Toronto.

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# Atlantic Immigration Pilot Program

- Employer-driven immigration program that requires **employers play a larger role** upfront in paper work and recruiting internationally, and downstream to invest in settlement for employee and family.
- Immigration is relatively new to many of the employers coming forward to participate. They are **nervous about how to recruit, integrate and retain newcomer workers** and their families.
- Employers are coming forward in **rural areas with little immigration** experience.

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## ***What is a Social Innovation Lab?***

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*"Bringing together a diverse, committed team and taking an experimental, prototyping-based approach to addressing challenges systemically, that is, at root cause level."*

- Zaid Hassan, Author of The Social Labs Revolution

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# Lab leadership council



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**BUSINESS COUNCIL**  
CONSEIL D'ENTREPRISES  
du Nouveau-Brunswick



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**Atlantic Canada  
Opportunities  
Agency**



**M O N C T O N**



Conseil économique  
du Nouveau-Brunswick inc.



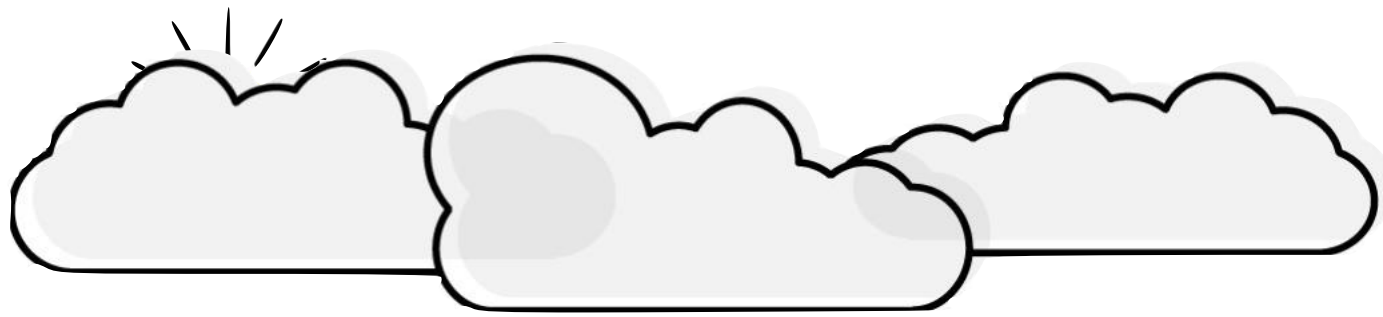
**AFMNB**

Association francophone  
des municipalités du Nouveau-Brunswick

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# Economic Immigration Lab – overarching question

*How might we become leaders at attracting, welcoming and retaining newcomers to contribute to the economy of New Brunswick?*

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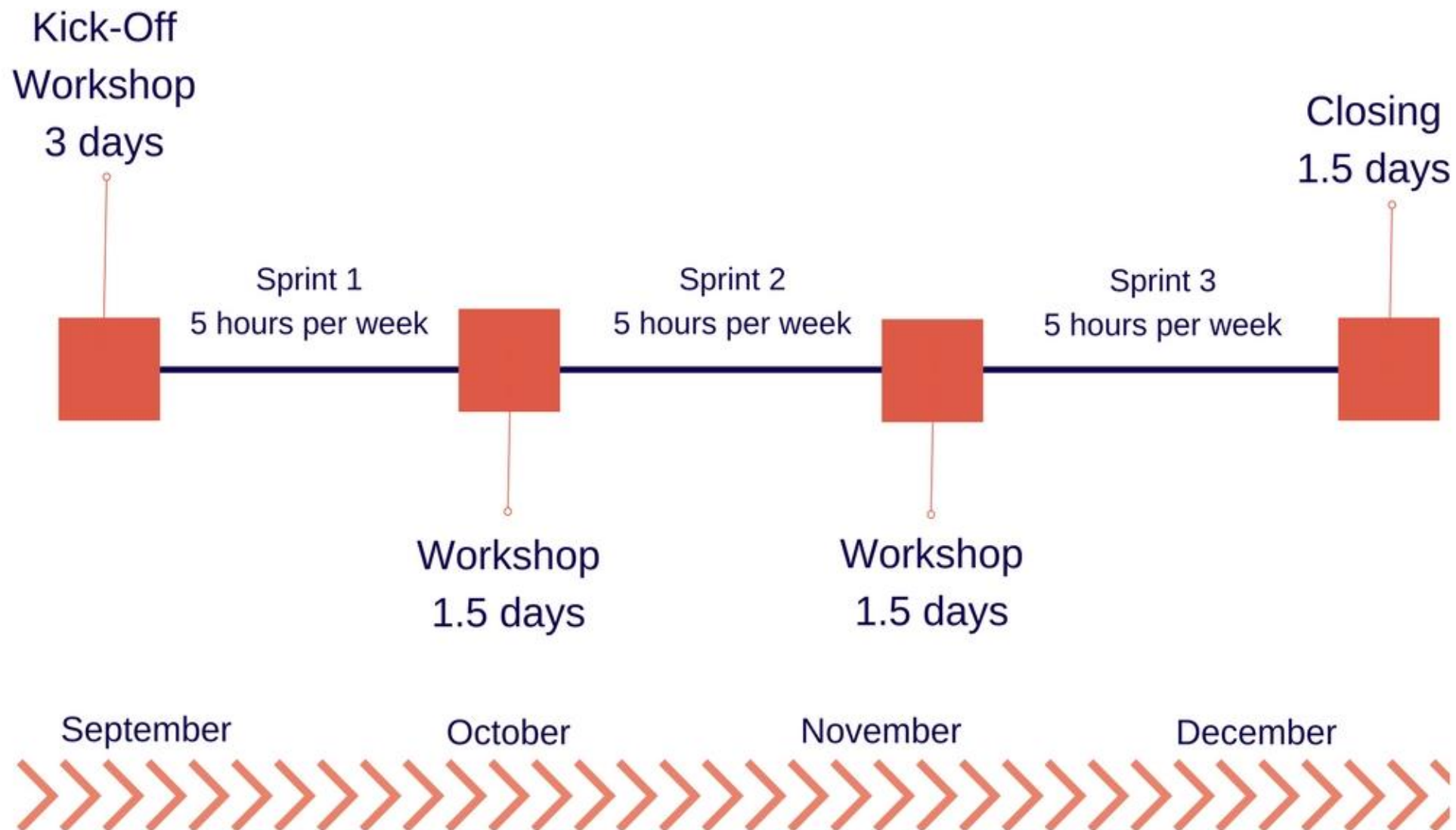
## Who is participating?

- Private sector: 7
- Government: 11
- Settlement: 6
- Academic/ education: 7
- Community agencies: 9
- Participants with immigrant experience: 30%

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# Retention Lab





**Gather multi-stakeholder teams**

**+**



**Apply systems thinking**

**+**



**Apply design thinking**

**+**



**Prototype and test solutions**

**=**

**Tackle complex problems**



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# What is system thinking?

*“A process or procedure that helps guide people to discover and understand the initiating causes of a problem, with the goal of determining missing or inadequately applied controls that will prevent recurrence.”*

- Harvard Social Innovation and Change Initiative

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# What is design thinking?

*“Design thinking is a human-centered approach to innovation that integrates the needs of people, the possibilities of technology, and the requirements for business success.”*

*- Tim Brown, CEO of IDEO*

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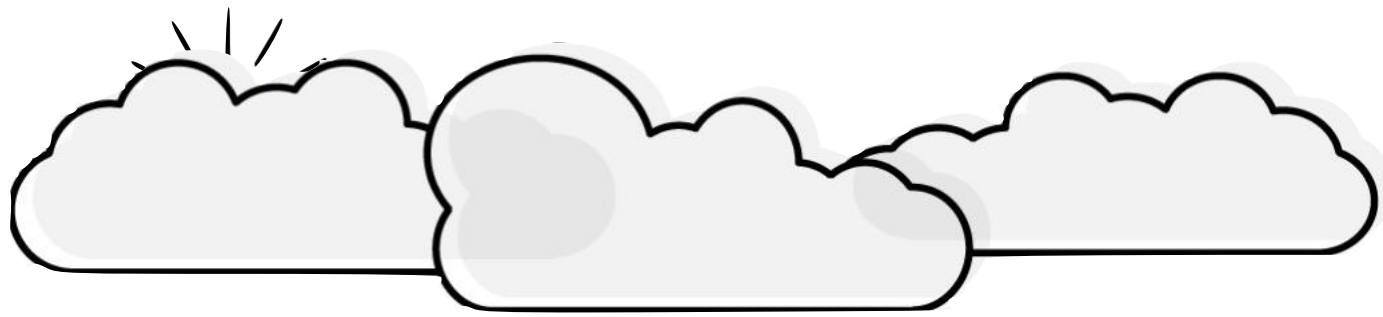


# What is prototyping?

- Prototyping is the design of a working model of a product or service that can be used to test out the reactions of potential clients and providers.
- Using prototyping in social innovation does not always evolve into a concrete product or service, but it can reveal questions, dilemmas, controversies and opportunities in the design process.

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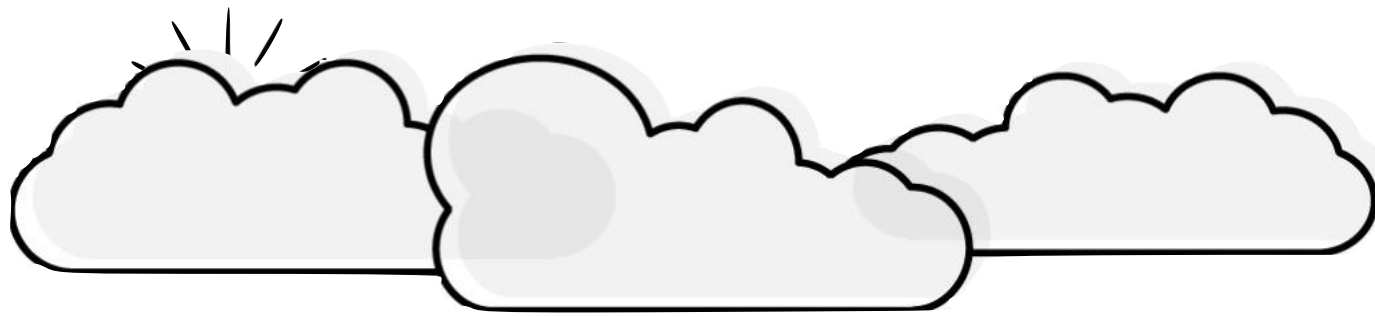
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## Current focus areas for prototyping

- Helping employers initiate international hiring process.
- Helping immigrant entrepreneurs from the Provincial Nominee Program develop a voice and influence through forming an organization.
- Helping newcomer spouses create meaningful relationship outside of their cultural community.

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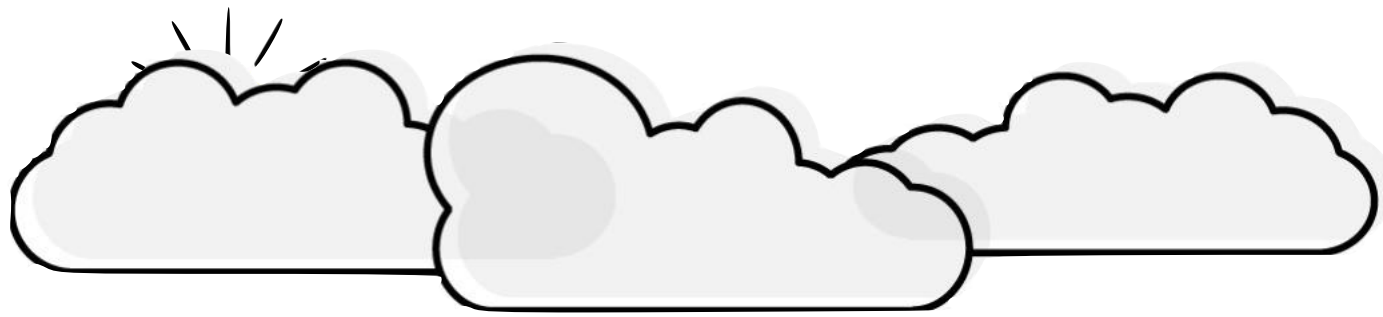


## Focus areas for prototyping (cont'd)

- Assisting those hired by the provincial government through the Equal Employment Opportunity program, to participate fully in the workplace.
- Helping francophone international students in the IT and health care field to find employment in New Brunswick.
- Creating a model for introducing New Brunswickers to newcomers in a meaningful and non-threatening way.

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## **3 ways the Lab could impact measurement and client outcomes**

1. Tools, time and training for settlement agencies and partners in R&D.
2. New approach to project design and measurement – real time feedback, user-centered, not operating in 3-year cycles.
3. Multi-stakeholder team approaches to prototyping provides different perspectives on outcomes.

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To follow the progress of the Economic Immigration Lab, visit:

<http://www.economicimmigrationlab.org/archive>

**Thank you!**

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